

CONTRACT FOR CONSULTANT'S SERVICES

Lump-Sum

Project Name: A Third Party Agency (TPA) For "Verification Of Disbursement Linked Indicators (DLI's)

ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION

Credit No 5578-IN

Contract No. _____

between

Bihar State Educational Infrastructure Development Corporation Ltd

and

Sutra Consulting Private Limited

Dated: 06th JULY 2017



कमंक 3516, तिथि 4.7.17, मुल्य 1000, शोट सं. 1000 W 595701
 होत का नाम एवं जग 'विद्या' 272 "Bhubaneswar Sutra Consulting Pvt. Ltd."
 कोषाध्यक्ष - विद्या भवन, प्रियुष, पटना
 अमरेन्द्र कुमार सिन्हा, मुद्रांक विज्ञेता
 ला० सं०-37/87 निबंधन कार्यालय, पट-

AGREEMENT No. 96 WB of 2017-18

Name of Work : A Third Party Agency (TPA) For "Verification Of Disbursement Linked indicators (DLI's)" Under Enhancing Teacher effectiveness in Bihar Operation

Name of Agency : Sutra Consulting Pvt. Ltd.
 N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha

Date of Commencement :

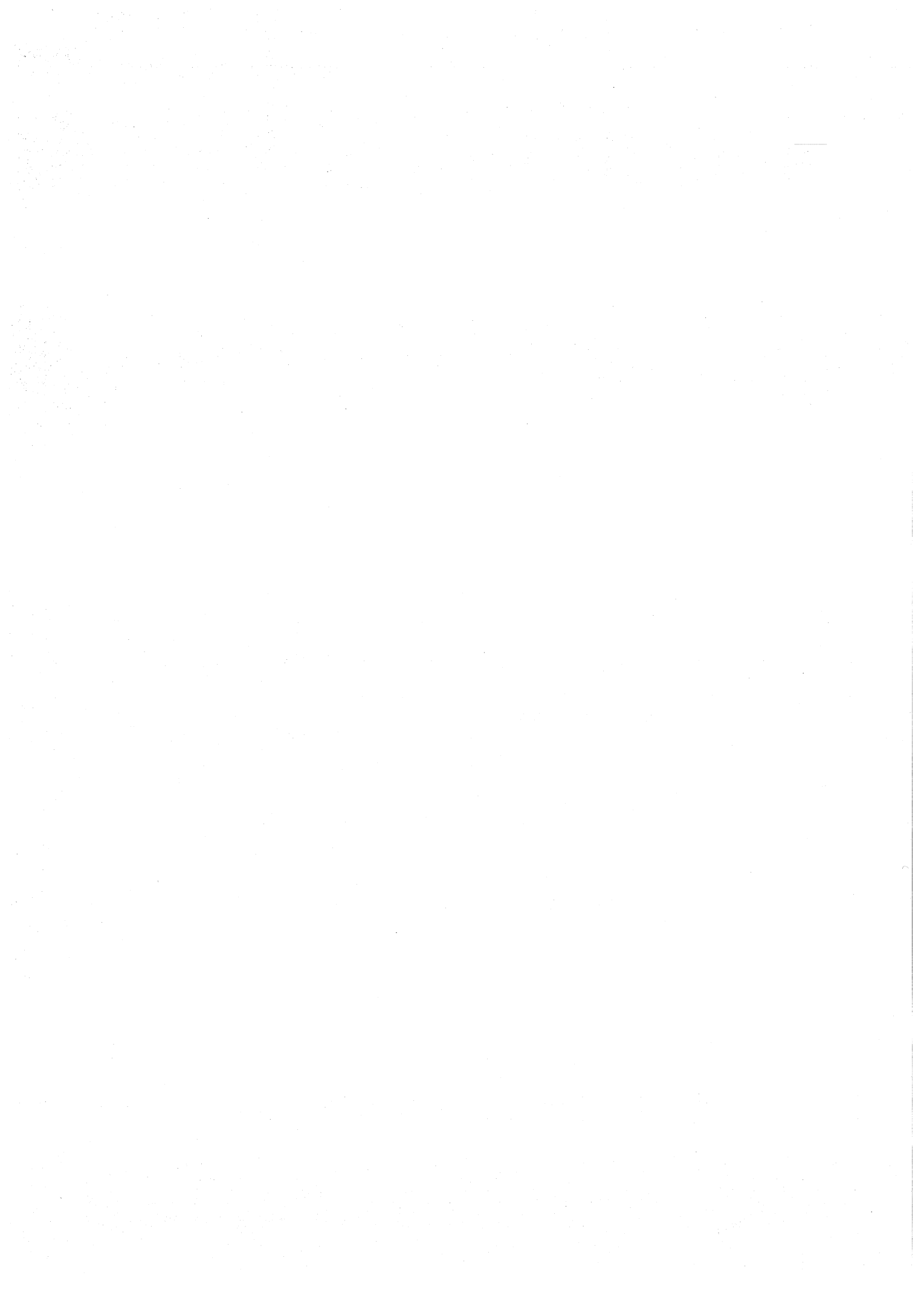
Time of completion :

Contract Price : USD 8,30,694 excluding all indirect local taxes.

This **CONTRACT** (hereinafter called the "Contract") is made the 06th day of the Month of July, 2017 between Bihar State Educational Infrastructure Development Corporation Ltd., Bihar Rastrabhasa Parishad Parisar, Shiksha Bhawan, Saidpur, Patna-800004, on the one hand (hereinafter called the Client/Employer) and on the other hand Sutra Consulting Pvt. Ltd. , N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha (hereinafter called the Consultant).

Sutra Dosh
 06/07/17

[Signature]
 6-7-2017
Chief Consultant (Technical)
 Bihar State Educational Infrastructure Development Corporation Ltd., Patna



Whereas

- a. the Consultants, having represented to the client that they have the required professional skills, personnel and technical resources, have agreed to provide the services on the terms and conditions set forth in this Contract Agreement.

Now therefore the parties hereto hereby agree as follows:

1.0.1 The following documents attached hereto shall be deemed to form an integral part of this contract:

- a. The Terms of Reference (hereinafter called TOR)
- b. The General Conditions of Contract (hereinafter called GCC)
- c. The Special Conditions of Contract (hereinafter called SCC)
- d. Annexures
- e. NIT/Corrigendums

2.1.1 The mutual rights and obligations of the Client and the Consultants shall be as set forth in the contract in particular:

- a. The Consultants shall carry out the services in accordance with the provisions of the contract: and
- b. The Client shall make payments to the Consultants in accordance with the provisions of the contract.

In witness whereof, the parties hereto have caused this contract to be signed in their respective names as of the day and year first above written

**FOR AND ON BEHALF OF
(CLIENT)**

[Signature]
6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna
Bot *[Signature]*

**FOR AND ON BEHALF OF
(CONSULTANT)**

[Signature]
06/07/17


**Selection of Consulting Services for
Independent Verification of Disbursement Linked Indicators
Minutes of Negotiations
May 31, 2017 | Patna**

1. These negotiations were made for RFP No. 17A/2016-17 between BSEIDC and Ms. Sunita Das (authorized representative for the bidder). The list of attendees is appended at the Annexure.
2. The terms of reference for the work and the proposed methodology by the consulting firm for the entire scope of work were discussed. BSEIDC also confirmed the input commitments from its side, and the special conditions of the contract. The authorized representative of the bidder confirmed that the bidder is clear about the scope, and agrees with delivering on the same. There was no change made in the terms of reference and the scope, and these were agreed by both parties.
3. The authorized representative of the bidder was clearly informed that substitution of key experts is not permissible. It was agreed between the parties that they will strive not to change any key experts. During the negotiation, the consulting firm's representatives confirms the entire availability of all experts informed in its technical proposal.
4. The financial proposal of the bidder consisted of a price of USD 8,30,694 excluding all local taxes. BSEIDC and the authorized representative of the bidder agreed that this price will be set for delivery of the entire scope of work as laid out. The contract will be awarded for the price in the proposal (USD 8,30,694 excluding tax).



[Signature]
6-7-2017
Chief Consultant (Technical)
**Bihar State Educational Infrastructure
Development Corporation Ltd., Patna**

[Signature]

[Signature]

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FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

New Delhi, 11/03/17

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Dear Sir,

We, the undersigned, offer to provide the consulting services for **A Third Party Agency (TPA) For "Verification Of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness In Bihar Operation** in accordance with your Request for Proposal dated 03.02.17 and our Technical Proposal.

Our attached Financial Proposal is for the amount of USD 830694 {USD Eight lakhs thirty thousand six hundred and ninety four only}, "*excluding*" of all indirect local taxes in accordance with Clause 25.1 in the Data Sheet. The estimated amount of local indirect taxes is USD 124604 {USD One lakh twenty four thousand six hundred and four only} which shall be confirmed or adjusted, if needed, during negotiations.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Clause 12.1 of the Data Sheet.

No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature: *Vivekanand*
Name and Title of Signatory: Mr. Vivekanand Dasgupta,
Name of Consultant (company's name): Sutra Consulting Pvt. Ltd.
In the capacity of: Principal Consultant



Bhubaneswar : B2/139, IRC Village, Nayapalli, Odisha - 751015, Tel.: +91-674-2555310, Mob.: +91-9040094442
Kolkata : FD-341 (Ground Floor), Sector-III, Salt Lake City, P.S. Bidhannagar (South), Kolkata-700106, Tel. : +91-33-40013140
Delhi : B 117 (Second Floor), Sarvodaya Enclave, New Delhi - 110017, Tel.: +91-11-41017772

Website: www.sutraconsulting.com, CIN U74140OR2000P7006112



6.1.2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Address: B-117 (Second Floor), Sarvodaya Enclave, New Delhi - 110017
 Telephone: +91-11-41017772
 Contact Information: Mobile No. +91-9818116881
 Email ID - vivekanand@sutraconsulting.com

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Sumit Dosh



6.7.2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Bhubaneswar : H2/119, IRC Village, Nayapalli, Odisha - 751015, Tel.: +91-674-2555310, Mob.: +91-9040094442
 Kolkata : PD-341 (Ground Floor), Sector-III, Salt Lake City, P.S. Bidhannagar (South), Kolkata-700106, Tel. : +91-33-40013149
 Delhi : B 117 (Second Floor), Sarvodaya Enclave, New Delhi - 110017, Tel.: +91-11-41017772
 Website: www.sutraconsulting.com, CIN-U74140OR2000P7C006183

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FORM FIN-2 SUMMARY OF COSTS

NAME OF THE AGENCY		Cost		
ADDRESS OF THE AGENCY		Sutra Consulting Pvt. Ltd.		
CONTACT NO. AND MAIL ID OF THE AUTHOURZED PERSON		N2/135, IRC Village Nayapalli Bhubaneswar Vivekanand, Contact no- 09818116881, vivekanand@sutraconsulting.com		
{Consultant must state the proposed Costs in accordance with Clause 16.4 of the Data Sheet; delete columns which are not used}				
Item	{Insert Foreign Currency # 1 }	{Insert Foreign Currency # 2, if used }	{Insert Foreign Currency # 3, if used }	{Insert Local Currency, if used and/or required (16.4 Data Sheet)}
Cost of the Financial Proposal				
Including:				
(1) Remuneration	673510			
(2) Reimbursables	157184			
Total Cost of the Financial Proposal:	830694			
{Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) Service Tax				
Total Estimate for Indirect Local Tax:	124604			

Payments will be made in the currency(ies) expressed above (Reference to ITC 16.4).

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Lunik Dosh



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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STANDARD FORM NO. 64

FORM FIN-3 BREAKDOWN OF REMUNERATION

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract's ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This Form shall not be used as a basis for payments under Lump-Sum contracts

NAME OF THE AGENCY

Sutra Consulting Pvt Ltd

ADDRESS OF THE AGENCY

N2/139, IRC Village, Nayapalli, Bhubaneswar

CONTACT NO. AND MAIL ID OF THE AUTHOURZED PERSON

Vivekanand, Contact no- 09818116881,
vivekanand@sutraconsulting.com

A. Remuneration

No.	Name	A. Remuneration							
		Position (as in TECH 6)	Person- month Remunerat ion Rate	Time Input in Person/M onth (from TECH 6)	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN- 2}	{Local Currency- as in FIN- 2}	
	Key Experts		HOME/FIE DL						
K-1	Pallavi Kumar		1900	16					
				2924	20				24000
K-2	Dhananjay Kumar		1875	16				58480	
				2230	20				30000
K-3	Ashok Mishra		1170	16				45000	
				1950	20				16720
K-4	Ravindra Kumar Mishra		1050	16				39000	
				1755	20				16800
K-5	Smruti Ranjan Jena		1050	16				35100	
				1755	20				16800
K-6	Suresh Chandra Maheta		1050	16				35100	
				1755	20				16800
K-7	Jaydeep Kar		1050	16				35100	
				1755	20				16800
K-8	Atanu Garal, Arunabh Gunjan		2250	30				35100	
				3750	40				75000
	Non-Key Experts								
N-1	Community Expert		480					480	
				780					1560
N-2	Monitoring & Evaluation Expert		480					2400	
				780					3900
N-3	Monitoring & Evaluation Expert		480					2400	
				780					3900

Sunita Dash



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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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N-4			480			2400
	Monitoring & Evaluation Expert		780			3900
N-5			480			2400
	Monitoring & Evaluation Expert		780			3900
N-6			480			2400
	Monitoring & Evaluation Expert		780			3900
N-7			525			1575
	Finance & procurement expert		885			1770
N-8			525			1575
	Finance & procurement expert		885			1770
N-9			525			1575
	Finance & procurement expert		885			1770
N-10			525			1575
	Finance & procurement expert		885			1770
N-11			940			1080
	Institutional/organizational development expert		900			2700
N-12			390			1950
	Finance & procurement expert		630			8190
N-13			390			1950
	civil engineer		630			8190
N-14			390			1950
	civil engineer		630			8190
N-15			390			1950
	civil engineer		630			8190
N-16			390			1950
	civil engineer		630			8190
N-17			390			1950
	civil engineer		630			8190
N-18			390			1950
	civil engineer		630			8190
N-19			390			1950
	civil engineer		630			8190
N-20			390			1950
	civil engineer		630			8190
			Total Costs			673510

Amrik Joshi

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6.7.2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSE

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultants requested by the Client. This form shall not be used as a basis for payments under Lump-Sum c

NAME OF THE AGENCY	Sutra Consulting Pvt. L.
ADDRESS OF THE AGENCY	N2/139, IRC Village, Nayapalli,
CONTACT NO. AND MAIL ID OF THE AUTHOURZED PERSON	Vivekanand, Contact No- +919818116881, viv

N°	Type of Reimbursable Expenses	Unit	Unit Cost	B. Reimbursable Expenses		
				Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}
	Per Diem of 4 key experts	Month	375	80	22405	
	Expert Flight tickets	Round Trip	165	55	9075	
	Core team patna intensity travel	month	525	36	18896	
	local travel by taxi	Trip	30	1080	32384	
	inter zonal travel for key experts train	Round Trip	30	450	13497	
	non key experts travel air	Round Trip	130	10	1300	
	non key experts local travel	trip	30	120	3599	
	travel for field travel	trip	25	180	4599	
	two wheelers expenses for 25 persons	month	450	36	16197	
	inspection visit other misc expenses	lumpsum	5999	1	5999	
	IT and hardware components	lumpsum	7499	1	7499	
	printing stationary	lumpsum	7499	1	7499	
	primary survey cost	lumpsum	7499	1	7499	
	office rent	month	150	36	5399	

Sunish Joshi



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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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CONTRACT FOR CONSULTANT'S SERVICES**Lump-Sum****Project Name: A Third Party Agency (TPA) For "Verification Of Disbursement Linked Indicators (DLI's)****ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION****Credit No 5578-IN****Contract No. _____****between****Bihar State Educational Infrastructure Development Corporation Ltd****and****Sutra Consulting Private Limited****Dated: 06th JULY 2017**

Sanjay Datta
06/07/17



[Signature]
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

[Signature]

[Signature]

FORM OF CONTRACT

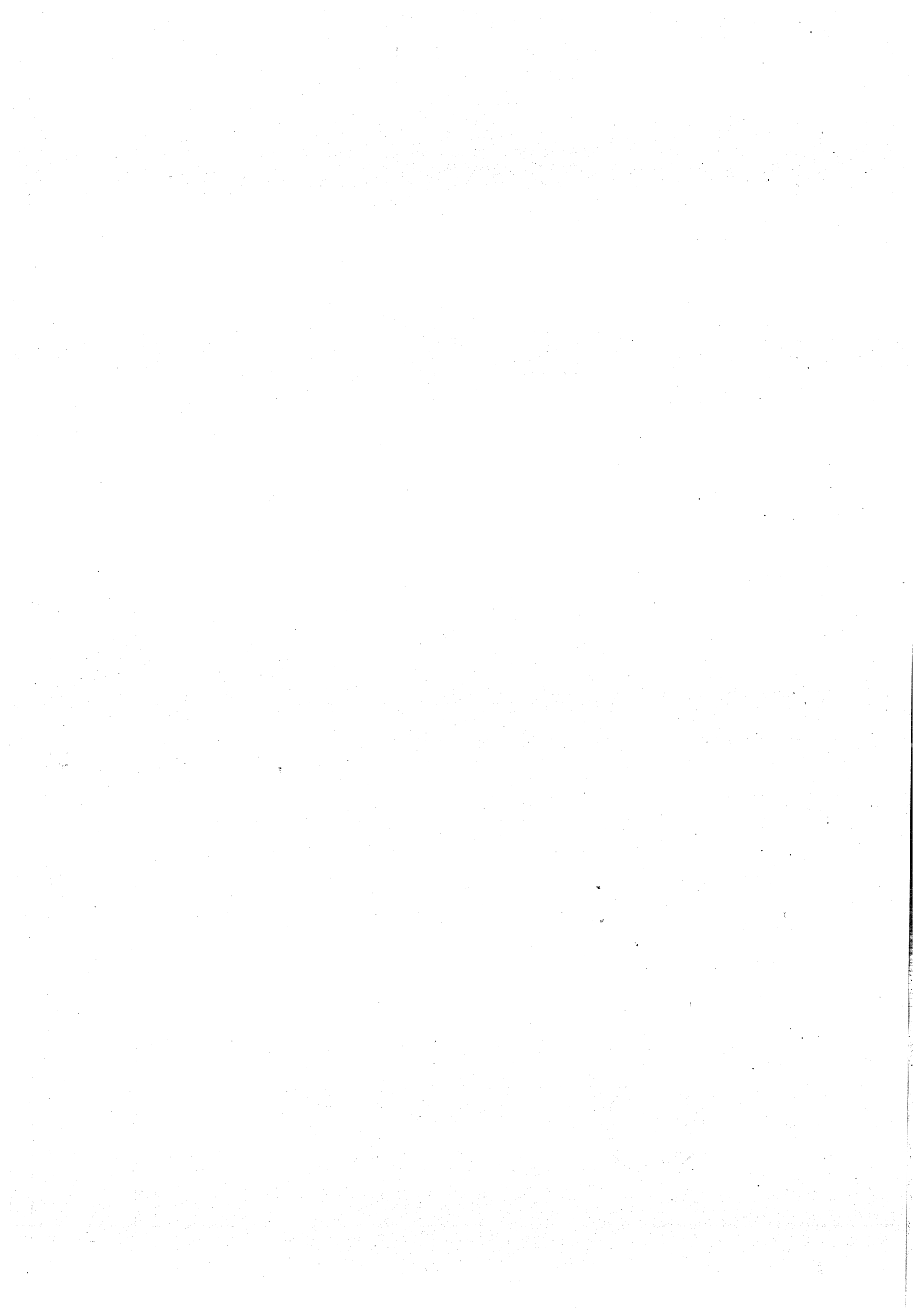
Consultant's Services

Lump-Sum

Sanita Gosh
06/07/17



[Signature]
6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna
[Signature]



In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C; Appendix D. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:
- (a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and
 - (b) the Client shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of Department of Education, Government of Bihar

Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd

[Authorized Representative of the Client - name, title and signature]

Brajesh Prasad, Chief Consultant (Technical), BSEIDC

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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For and on behalf of Sutra Consulting Private Limited

Sunita Dash 06/07/17

Sunita Dash, Principal Consultant



I. Form of Contract

LUMP-SUM

This CONTRACT (hereinafter called the "Contract") is made the 31st day of the month of May, 2017, between, on the one hand, *Department of Education, Government of Bihar* (hereinafter called the "Client") and, on the other hand, *Sutra Consulting Private Limited* (hereinafter called the "Consultant").

WHEREAS

- (a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");
- (b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;
- (c) the Client has received a credit from *International Development Association (IDA)* toward the cost of the Services and intends to apply a portion of the proceeds of this Credit to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the financing agreement, including prohibitions of withdrawal from the Credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations; and (iii) no party other than the Client shall derive any rights from the financing agreement or have any claim to the Credit proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:
 - (a) The General Conditions of Contract (including Attachment 1 "Bank Policy – Corrupt and Fraudulent Practices);
 - (b) The Special Conditions of Contract;
 - (c) Appendices:
 - Appendix A: Terms of Reference
 - Appendix B: Key Experts
 - Appendix C: Breakdown of Contract Price
 - Appendix D: Form of Advance Payments Guarantee



[Signature]
6.7.2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna



II. General Conditions of Contract

A. GENERAL PROVISIONS

1. Definitions

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- (a) "Applicable Guidelines" means Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011.
- (b) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.
- (c) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).
- (d) "Borrower" means the Government, Government agency or other entity that signs the financing agreement with the Bank.
- (e) "Client" means the implementing agency that signs the Contract for the Services with the Selected Consultant.
- (f) "Consultant" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.
- (g) "Contract" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).
- (h) "Day" means a working day unless indicated otherwise.
- (i) "Effective Date" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.
- (j) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

Amish Dssk
06/07/17



6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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- (k) "Foreign Currency" means any currency other than the currency of the Client's country.
- (l) "GCC" means these General Conditions of Contract.
- (m) "Government" means the government of the Client's country.
- (n) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.
- (o) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.
- (p) "Local Currency" means the currency of the Client's country.
- (q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.
- (r) "Party" means the Client or the Consultant, as the case may be, and "Parties" means both of them.
- (s) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.
- (t) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.
- (u) "Sub-consultants" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.
- (v) "Third Party" means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.

2. Relationship between the Parties

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna



- 3. Law Governing Contract** 3.1. This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.
- 4. Language** 4.1. This Contract has been executed in the language specified in the SCC, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.
- 5. Headings** 5.1. The headings shall not limit, alter or affect the meaning of this Contract.
- 6. Communications** 6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the SCC.
- 6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the SCC.
- 7. Location** 7.1. The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.
- 8. Authority of Member in Charge** 8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the SCC to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.
- 9. Authorized Representatives** 9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the SCC.
- 10. Corrupt and Fraudulent Practices** 10.1. The Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in **Attachment 1** to the GCC.
- a. **Commissions and Fees** 10.2. The Client requires the Consultant to disclose any commissions, gratuities or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or

Sanjay Singh
06/07/17



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract and/or sanctions by the Bank.

B. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT

11. Effectiveness of Contract

11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met.

12. Termination of Contract for Failure to Become Effective

12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.

13. Commencement of Services

13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC.

14. Expiration of Contract

14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

15. Entire Agreement

15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

16. Modifications or Variations

16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

16.2. In cases of substantial modifications or variations, the prior written consent of the Bank is required.

17. Force Majeure Definition

17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to

Chief Consultant (Technical)

Bihar State Educational Infrastructure
Development Corporation Ltd., Patna



be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

b. No Breach of Contract

17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

c. Measures to be Taken

17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

- (a) demobilize, in which case the Consultant shall be reimbursed for additional costs, ~~the~~ reasonably, and

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necessarily incurred, and, if required by the Client, in reactivating the Services; or

- (b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 44 & 45.

18. Suspension

18.1. The Client may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

19. Termination

19.1. This Contract may be terminated by either Party as per provisions set up below:

a. By the Client

19.1.1. The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

- (a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;
- (b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;
- (c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 45.1;



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- (d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;
- (e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;
- (f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2. Furthermore, if the Client determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

b. By the Consultant

19.1.3. The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

- (a) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clause GCC 45.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.
- (b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.
- (c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 45.1.
- (d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.

c. Cessation of Rights and Obligations

19.1.4. Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of ~~Chief Consultant (Technical)~~

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Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable Law.

d. Cessation of Services

19.1.5. Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.

e. Payment upon Termination

19.1.6. Upon termination of this Contract, the Client shall make the following payments to the Consultant:

- (a) payment for Services satisfactorily performed prior to the effective date of termination; and
- (b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

C. OBLIGATIONS OF THE CONSULTANT

20. General

a. Standard of Performance

20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties.

20.2. The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.3. The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be



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approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

**b. Law
Applicable to
Services**

20.4. The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

20.5. Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when

- (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or
- (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

20.6. The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

**21. Conflict of
Interests**

21.1. The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

**a. Consultant
Not to Benefit
from
Commissions,
Discounts, etc.**

21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 38 through 42) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with the Bank's Applicable Guidelines, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the

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account of the Client.

b. Consultant and Affiliates Not to Engage in Certain Activities

21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the SCC.

c. Prohibition of Conflicting Activities

21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

d. Strict Duty to Disclose Conflicting Activities

21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

22. Confidentiality

22.1 Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

23. Liability of the Consultant

23.1 Subject to additional provisions, if any, set forth in the SCC, the Consultant's liability under this Contract shall be provided by the Applicable Law.

24. Insurance to be Taken out by the Consultant

24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the SCC, and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.



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**25. Accounting,
Inspection and
Auditing**

25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services and in such form and detail as will clearly identify relevant time changes and costs.

25.2 The Consultant shall permit and shall cause its Sub-consultants to permit, the Bank and/or persons appointed by the Bank to inspect the Site and/or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services, and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Consultant's attention is drawn to Clause GCC 10 which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under this Clause GCC25.2 constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility under the Bank's prevailing sanctions procedures.)

**26. Reporting
Obligations**

26.1 The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

**27. Proprietary Rights
of the Client in
Reports and
Records**

27.1 Unless otherwise indicated in the SCC, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.

27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the SCC.

**28. Equipment,
Vehicles and
Materials**

28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the

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Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.

28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

D. CONSULTANT'S EXPERTS AND SUB-CONSULTANTS

29. Description of Key Experts 29.1 The title, agreed job description, minimum qualification and estimated period of engagement to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B**.

30. Replacement of Key Experts 30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.

30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

31. Removal of Experts or Sub-consultants 31.1 If the Client finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Client determine that Consultant's Expert or Sub-consultant have engaged in corrupt, fraudulent, collusive, coercive or obstructive practice while performing the Services, the Consultant shall, at the Client's written request, provide a replacement.

31.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement.

31.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client.

31.4 The Consultant shall bear all costs arising out of the removal and replacement of Key Experts or Sub-consultants.



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to any removal and/or replacement of such Experts.

E. OBLIGATIONS OF THE CLIENT

32. Assistance and Exemptions

32.1 Unless otherwise specified in the SCC, the Client shall use its best efforts to:

- (a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.
- (b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract.
- (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.
- (c) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.
- (d) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country.
- (e) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.
- (f) Provide to the Consultant any such other assistance as may be specified in the SCC.

33. Access to Project Site

33.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property

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thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

34. Change in the Applicable Law Related to Taxes and Duties

34.1 If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the Contract price amount specified in Clause GCC 38.1

35. Services, Facilities and Property of the Client

35.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A**) at the times and in the manner specified in said **Appendix A**.

36. Counterpart Personnel

36.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A**.

36.2 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.

37. Payment Obligation

37.1 In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant for the deliverables specified in **Appendix A** and in such manner as is provided by GCC F below.

F. PAYMENTS TO THE CONSULTANT

38. Contract Price

38.1 The Contract price is fixed and is set forth in the SCC. The Contract price breakdown is provided in **Appendix C**.

38.2 Any change to the Contract price specified in Clause 38.1 can be made only if the Parties have agreed **Chief Consultant (Technical)**

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Services pursuant to Clause GCC 16 and have amended in writing the Terms of Reference in **Appendix A**.

39. Taxes and Duties

39.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the SCC.

39.2 As an exception to the above and as stated in the SCC, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.

40. Currency of Payment

40.1 Any payment under this Contract shall be made in the currency(ies) of the Contract.

41. Mode of Billing and Payment

41.1 The total payments under this Contract shall not exceed the Contract price set forth in Clause GCC 38.1.

41.2 The payments under this Contract shall be made in lump-sum installments against deliverables specified in **Appendix A**. The payments will be made according to the payment schedule stated in the SCC.

41.2.1 Advance payment: Unless otherwise indicated in the SCC, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the SCC. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix D**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal portions against the lump-sum installments specified in the SCC until said advance payments have been fully set off.

41.2.2 The Lump-Sum Installment Payments. The Client shall pay the Consultant within sixty (60) days after the receipt by the Client of the deliverable(s) and the cover invoice for the related lump-sum installment payment. The payment can be withheld if the Client does not approve the submitted deliverable(s) as satisfactory in which case the Client shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated.

41.2.3 The Final Payment .The final payment under this Clause shall be made only after the final report have been submitted by the Consultant and approved as satisfactory by the **Chief Consultant (Technical)**

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Lump sum

Client. The Services shall then be deemed completed and finally accepted by the Client. The last lump-sum installment shall be deemed approved for payment by the Client within ninety (90) calendar days after receipt of the final report by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. 41.2.4 All payments under this Contract shall be made to the accounts of the Consultant specified in the SCC.

41.2.4 With the exception of the final payment under 41.2.3 above, payments do not constitute acceptance of the whole Services nor relieve the Consultant of any obligations hereunder.

42. Interest on Delayed Payments

42.1 If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 41.2.2, interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the SCC.

G. FAIRNESS AND GOOD FAITH

43. Good Faith

43.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

H. SETTLEMENT OF DISPUTES

44. Amicable Settlement

44.1 The Parties shall seek to resolve any dispute amicably by mutual consultation.

44.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 45.1 shall apply.

45. Dispute Resolution

45.1 Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the SCC.



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[Signature]

[Signature]

II. General Conditions

Attachment 1: Bank's Policy – Corrupt and Fraudulent Practices

Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:

“Fraud and Corruption

1.23 It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

- (i) “corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party¹;
- (ii) “fraudulent practice” is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation²;
- (iii) “collusive practices” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party³;
- (iv) “coercive practices” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party⁴;

¹ For the purpose of this sub-paragraph, “another party” refers to a public official acting in relation to the selection process or contract execution. In this context “public official” includes World Bank staff and employees of other organizations taking or reviewing selection decisions.

² For the purpose of this sub-paragraph, “party” refers to a public official; the terms “benefit” and “obligation” relate to the selection process or contract execution; and the “act or omission” is intended to influence the selection process or contract execution.

³ For the purpose of this sub-paragraph, “parties” refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other's bid prices or other conditions.

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- (v) "obstructive practice" is
- (aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or
 - (bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights;
- (b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- (c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;
- (d) will sanction a firm or an individual at any time, in accordance with prevailing Bank's sanctions procedures⁵, including by publicly declaring such firm or an ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated⁶ sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

⁴ For the purpose of this sub-paragraph, "party" refers to a participant in the selection process or contract execution.

⁵ A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

⁶ A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the consultant's proposal for the particular services, or (ii) a sub-consultant, supplier, or service provider of a nominated sub-consultant, supplier, or service provider of the consultant.



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III. Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(b) and 3.1	The Contract shall be construed in accordance with the law of India.
4.1	The language is English
6.1 and 6.2	<p>The addresses are:</p> <p>Client : Bihar State Educational Infrastructure Development Corporation Ltd Attention : Managing Director , BSEIDC Facsimile : 0612-2660256 E-mail (where permitted): bseidc@gmail.com</p> <p>Consultant : Sutra Consulting Private Limited Attention: Alok Acharya, Director E-mail (where permitted) : sutra@sutraconsulting.com, alok.acharya@sutraconsulting.com</p>
8.1	Not Applicable
9.1	<p>The Authorized Representatives are:</p> <p>For the Client: Managing Director, BSEIDC</p> <p>For the Consultant: Sunita Dash, Principal Consultant</p>
11.1	<p>The effectiveness conditions are the following</p> <p><i>From the date of signing the contract.</i></p>
12.1	<p>Termination of Contract for Failure to Become Effective:</p> <p>The time period shall be Three Months.</p>
13.1	<p>Commencement of Services:</p> <p>The number of days shall be 30.</p>

Sunita Dash



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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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	Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.
14.1	Expiration of Contract: The time period shall be 36 Months.
21 b.	The Client reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3 Yes

Sumit Singh



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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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23.1	<p>The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations:</p> <p>"Limitation of the Consultant's Liability towards the Client:</p> <p>(a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client:</p> <p>(i) for any indirect or consequential loss or damage; and</p> <p>(ii) for any direct loss or damage that exceeds [insert a multiplier, e.g.: one, two, three] times the total value of the Contract;</p> <p>(b) This limitation of liability shall not</p> <p>(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;</p> <p>(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the Applicable Law</p>
24.1	<p>The insurance coverage against the risks shall be as follows:</p> <p><i>[Delete what is not applicable except (a)].</i></p> <p>(a) Professional liability insurance, with a minimum coverage of amount equivalent to the total value of the contract in Rupees</p>
27.1	<p><i>The Consultant's property used in the performance of the Services, and any documents prepared by the Consultant in the performance of the Services.</i></p>
27.2	<p>The Consultant shall not use these data, documents and software for purposes unrelated to this Contract without the prior written approval of the Client.</p>

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Development Corporation Ltd., Patna

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38.1	<p>The Contract price is: 8,30,694 USD (Eight Lakhs Thirty Thousand Six Hundred Ninety Four USD exclusive of local indirect taxes.</p> <p>Any indirect local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall be paid by the Client to the Consultant.</p> <p>The amount of such taxes is estimated at 1,24,604 USD</p>
39.1 and 39.2	<p>The Client warrants that the Client shall reimburse the Consultant, the Sub-consultants and the Experts any indirect taxes, duties, fees, levies and other impositions imposed, under the applicable law in the Client's country, on the Consultant, the Sub-consultants and the Experts in respect of:</p> <ul style="list-style-type: none"> (a) any payments whatsoever made to the Consultant, Sub-consultants and the Experts (other than nationals or permanent residents of the Client's country), in connection with the carrying out of the Services; (b) any equipment, materials and supplies brought into the Client's country by the Consultant or Sub-consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them; (c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client; (d) any property brought into the Client's country by the Consultant, any Sub-consultants or the Experts (other than nationals or permanent residents of the Client's country), or the eligible dependents of such experts for their personal use and which will subsequently be withdrawn by them upon their respective departure from the Client's country, provided that: <ul style="list-style-type: none"> (i) the Consultant, Sub-consultants and experts shall follow the usual customs procedures of the Client's country in importing property into the Client's country; and (ii) if the Consultant, Sub-consultants or Experts do not withdraw but dispose of any property in the Client's country upon which customs duties and taxes have been exempted, the Consultant, Sub-consultants or Experts,

Sumit Singh



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	as the case may be, (a) shall bear such customs duties and taxes in conformity with the regulations of the Client's country, or (b) shall reimburse them to the Client if they were paid by the Client at the time the property in question was brought into the Client's country.										
41.2	<p>The payment schedule:</p> <p>The key milestone proposed for payments under this project are as follows:</p> <table> <tr> <th>Milestone</th><th>Percentage of One time Cost component of total contract value</th></tr> <tr> <td>Acceptance of Inception Report</td><td>2.5%</td></tr> <tr> <td>Reports to be submitted against the DLIs verification protocols</td><td>95%</td></tr> <tr> <td colspan="2"> <p><i>The lump sum contract value for the total number of reports to be submitted against the DLIs verification protocols will be divided by the number of total reports as per the agreed inception report. The 60% of amount for value of each such report submitted shall be paid on the submission of each such report, and balance 40% shall be paid after the acceptance and confirmation of each such report by the concerned authorities.</i></p> </td></tr> <tr> <td>Acceptance of Assignment completion report</td><td>2.5%</td></tr> </table> <p>Note: The acceptance of the reports will be done by the Client.</p>	Milestone	Percentage of One time Cost component of total contract value	Acceptance of Inception Report	2.5%	Reports to be submitted against the DLIs verification protocols	95%	<p><i>The lump sum contract value for the total number of reports to be submitted against the DLIs verification protocols will be divided by the number of total reports as per the agreed inception report. The 60% of amount for value of each such report submitted shall be paid on the submission of each such report, and balance 40% shall be paid after the acceptance and confirmation of each such report by the concerned authorities.</i></p>		Acceptance of Assignment completion report	2.5%
Milestone	Percentage of One time Cost component of total contract value										
Acceptance of Inception Report	2.5%										
Reports to be submitted against the DLIs verification protocols	95%										
<p><i>The lump sum contract value for the total number of reports to be submitted against the DLIs verification protocols will be divided by the number of total reports as per the agreed inception report. The 60% of amount for value of each such report submitted shall be paid on the submission of each such report, and balance 40% shall be paid after the acceptance and confirmation of each such report by the concerned authorities.</i></p>											
Acceptance of Assignment completion report	2.5%										
41.2.1	Not Applicable										
41.2.4	<p>The accounts are:</p> <p>For local currency: Axis Bank Limited, Bhubaneswar-751007 IFS Code-UTIB0000024 A/C no.-024010200005517</p>										
42.1	Not Applicable										



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Disputes shall be settled by arbitration in accordance with the following provisions:

1. Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions:

(a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to **The Indian Council of Arbitration** for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names therefrom, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, **The Indian Council of Arbitration** shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute.

(b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by **The Secretary, The Indian Council of Arbitration**.

(c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to the **The Indian Council of Arbitration, New Delhi** to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.



2. Rules of Procedure. Arbitration proceedings shall be conducted in accordance with procedure of the Arbitration and Conciliation Act, 1996.

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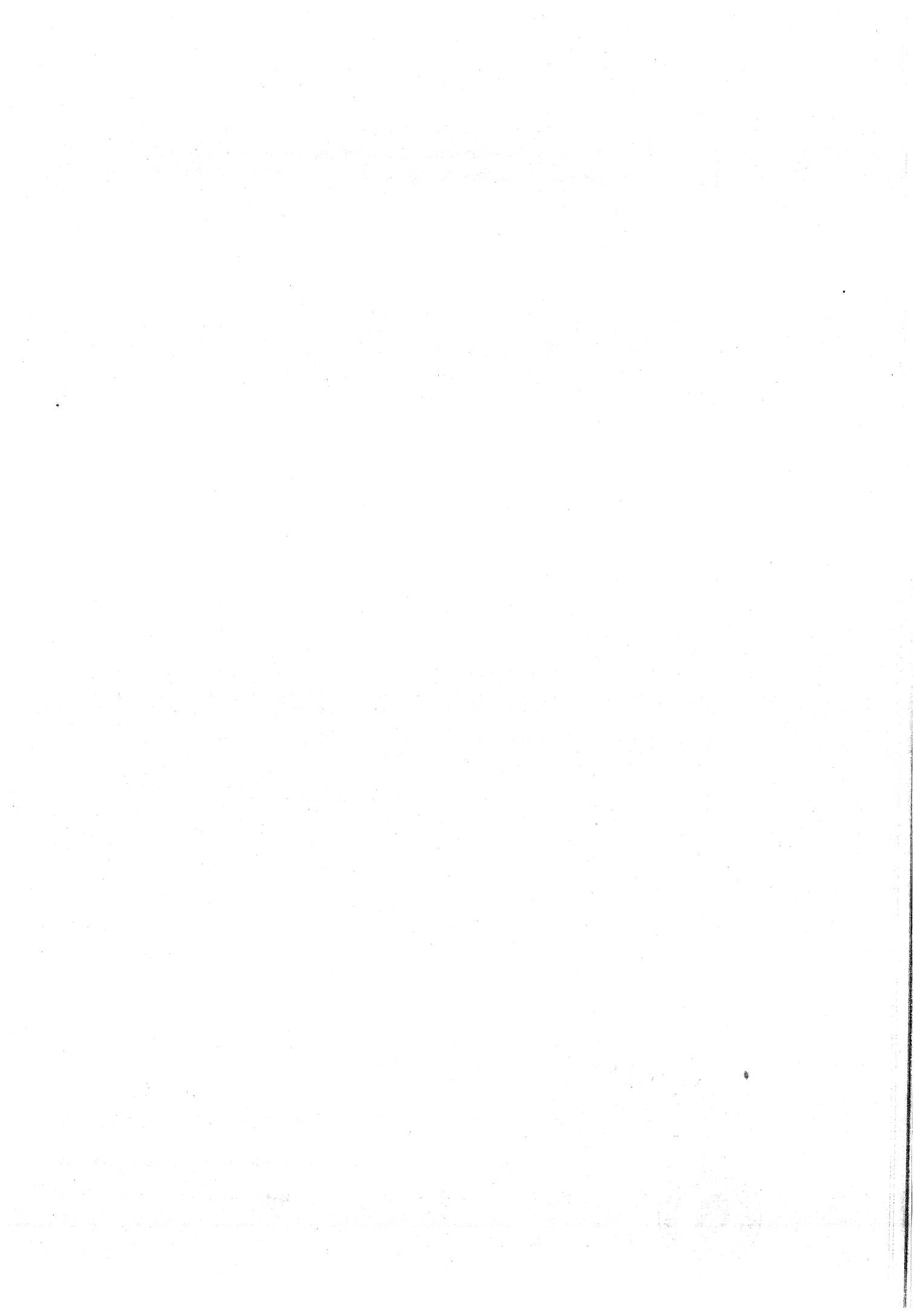
	<p>Act 1996, of India or amendment thereof unless the Consultant is a foreign national/firm, where arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract.</p> <p>3. <u>Substitute Arbitrators.</u> If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator.</p> <p>4. <u>Nationality and Qualifications of Arbitrators.</u> The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country or of the Government's country. For the purposes of this Clause, "home country" means any of:</p> <p>(a) the country of incorporation of the Consultant; or</p> <p>(b) the country in which the Consultant's principal place of business is located; or</p> <p>(c) the country of nationality of a majority of the Consultant's shareholders; or</p> <p>(d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract.</p>
	<p>5. <u>Miscellaneous.</u> In any arbitration proceeding hereunder:</p> <p>(a) proceedings shall, unless otherwise agreed by the Parties, be held in Patna, India.</p> <p>(b) <i>English</i> language shall be the official language for all purposes; and</p> <p>(c) the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.</p>



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IV. Appendices

APPENDIX A – TERMS OF REFERENCE

1. Background

Bihar is still grappling with significant challenges in improving the quality of education. The 2014 National Achievement Survey shows that Bihar stands second from the bottom in the list of states in students' learning achievement both in Languages and Mathematics (Figure 1). Independent surveys like the Annual Status of Education Report (ASER)² undertaken by the NGO Pratham show a deeper learning deficit. ASER (2014) reports that the proportion of children who master expected competencies at primary level remains very low, as evident from the 2013 ASER survey. The survey found that 38 percent of children in grades 3 to 5 in government schools could not read a class 1 text and only 30 percent could do subtraction.

Institutional linkages from the state to district and sub-district levels for planning, monitoring and management of teachers are deficient. Strong administrative and governance mechanisms are required for effective management of teachers. Teacher management and monitoring systems that can link data on teachers with their training and professional development needs are lacking. Policy makers and teacher educators therefore are unable to use information to track and plan their teacher development/training strategy. The Directorate of Research and Training, the nodal agency for teacher education, is understaffed with capacity constraints.

The Department of Education (DOE) of the Government of Bihar (GOB) launched Mission Manav Vikas, which includes (a) enabling a dramatic improvement in learning outcomes for primary learners, (b) assisting teacher educators to make a real difference to the classroom process, (c) effectively supporting teachers in schools, and (d) strengthening teacher training institutions. GOB has taken steps to make the State Council of Educational Research and Training (SCERT), District Institute of Education and Training (DIETs), Primary Teacher Education Centres (PTECs) Block Resource Centres (BRCs), and Cluster Resource Centres (CRCs) more effective through institutional strengthening and deepened capacity building efforts. Bihar has obtained permission from the statutory body for teacher education (TE), the National Council on Teacher Education (NCTE), to start a Diploma in Elementary Education (D.El.Ed.). Teachers with adequate qualifications have been selected through a rigorous process to become teacher educators. The State is committed to preparing 10,000 teacher educators and has formally approved a teacher educators' cadre. The State aims to develop at least 50 outstanding teachers training campuses with the best

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possible teacher educators, as well as developing infrastructure and resources teams at BRCs and CRCs to meet teacher development needs. Strong monitoring systems for assessing the progress of children, teachers, and schools will also be put in place. The state effort in strengthening its procurement arm, the Bihar State Educational Infrastructure Development Corporation (BSEIDC), has helped in consolidating all procurement for educational institutions and schools under one umbrella.

1.1 Description of – Enhancing Teachers effectiveness in Bihar operation

- (a) The Bihar Teacher Effectiveness Operation focuses on teacher training, performance, and accountability— primary determinants of education quality. Using new ICT technologies, the Operation will help pilot innovative approaches to teacher education and professional development. The Operation is part of the Department of Education (DOE) of the GOB's launched Mission Manav Vikas program which includes a wide-ranging set of reforms with the goal of providing quality education, especially to all elementary level children. Among other objectives, the Mission Manav Vikas is intended to enable a dramatic improvement in learning outcomes for elementary learners. The Operation will help the system of teacher education equip teachers with the skill and knowledge they need to be more effective in the classroom. Rather than just focusing on providing teacher education and training, the Operation innovatively supports better governance and teacher accountability as key factors impacting overall teacher performance. The new Operation is a unique opportunity to enhance teacher effectiveness by creating robust system wide improvements focused on instructional excellence.
- (b) The outputs of the Program will be monitored annually through the Results Framework and are therefore synchronized with the DLI ((Disbursement Linked Indicators) matrix. Third party independent results verification procedures will be put in place to track DLIs and operation outputs and outcomes.
- (c) The appointed firm or organization will be expected to include in their design both quantitative and qualitative verification/evaluation methods that verify not only the achievement of specific DLI targets but also the quality of the interventions implemented.
- (d) The verification process will require a team that incorporates verification/evaluation skills in at least the following different areas of expertise/knowledge:

- (i) Teacher education (both pre-service and continuing professional development), including specific knowledge of Indian education

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systems and measurement of effectiveness of teacher education programmes.

- (ii) Open and distance learning (ODL), including expertise in reviewing programme and materials, student support systems, assessment strategies, and ODL administrative systems.
- (iii) Use of ICT in face-to-face education and ODL teacher education programmes, including review of online systems used to support e-learning and local use of ICT to support teaching and learning in learning centers.
- (iv) Training, Performance and monitoring of School Management Committees in Indian schools.
- (v) Teacher management information systems and teacher performance assessment and management systems design and implementation (including review technical architecture, of functionality of online ERP systems, hosting arrangements, and quality of data capture/analysis processes).
- (vi) ICT Infrastructure (assessing both availability and functionality of procured ICT infrastructure in identified learning centres).
- (vii) Civil construction (including assessment of key environmental and energy efficiency indicators, with reference to Manual on Environmental Management Systems).
- (viii) Programme management, financial management, and procurement processes.
- (ix) Corporate governance structures, systems, and processes.

1.2 Program Results Framework

A. GOB and the Bank have agreed to concentrate Bank financing in Five key results areas that contribute to the achievement of the (Operation Development Objective) PDO:-

- I. **Results Area 1:** Developing high quality teacher education institutions for improved program delivery:
- II. **Results Area 2:** Certification of unqualified elementary school teachers and their continuous professional development
- III. **Results Area 3:** Developing an effective teacher management system with

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robust monitoring and evaluation mechanisms:

- IV. **Results Area 4:** Improving accountability mechanisms at the school level.
AND
V. **Results Area 5:** Improved financial and governance mechanisms:

1.3 Disbursement linked Indicators (DLIs)

There are six DLIs specific to the program interventions that will be used for disbursement. The allocations for the DLIs have been structured to ensure that the requisite efforts are made to achieve more challenging qualitative DLIs to bring about qualitative systemic improvement in teacher effectiveness in Bihar. The DLIs focus on;

1. Ensuring requisite infrastructure of TE Institutions;
2. Ensuring capacity enhancement of TE institutions for effective TE delivery;
3. Ensuring certification of unqualified teachers and continuous professional development (CPD) of teachers in service;
4. Ensuring teacher management and performance is effectively monitored and evaluated;
5. Enhancing teacher accountability at school level;
6. Strengthening procurement, financial systems and corporate governance framework in BSEIDC; and incentivizing compliance with State Treasury Rules by DR&T.

2. Objective(s) of the Assignment

A. The objective of this consultancy is to:

- i. Carry out an independent verification of achievement of the DLIs reported by DOE for each disbursement claim under the Program, based on the Verification Protocol agreed between DOE and the World Bank (see Annex- 3); and
- ii. Prepare and submit comprehensive Verification reports to DOE, for DLI's achievement reports for each disbursement claim prepared by DOE in the form and substance acceptable to DOE and the World Bank.

Note – “ The complete details of DLIs and the Targets are available with the related PAD (Project appraisal Document) which can viewed online at <http://documents.worldbank.org/curated/en/184631468000251240/pdf/92972-PAD-P132665-IDA-R2015-0096-1-Box391421B-OUO-9.pdf> The overall targets for DLIs



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remaining the same, the details in PAD are subject to slight variations as per the renegotiation between the bank and borrower, time to time.

B. Each DLI target has a specific timeline and achievement level linked to it. The primary task of this exercise will be to carry out transparent and impartial verification of the DLIs under various components of the project.

Detailed descriptions/definitions of achievement of each DLI are provided in PAD (Project appraisal Document) referred above ensure a credible mechanism is in place for monitoring, measuring and verifying the achievement of the DLRs, BSEIDC now intends to recruit an agency to work as an Independent Verification Agency (IVA) for the Enhancing Teacher Effectiveness in Bihar Operation.

C. Disbursement Arrangements and Verification Protocols

Disbursement arrangements and Financing allocation to each DLI:

The Program will use DLIs for program management and disbursement. There are six DLIs that will govern the Program.

The achievement of annual targets in DLI 1 is to ensure capacity enhancement of TE institutions for effective service delivery (US\$ 50 m) that focuses on creation of quality modern teacher education infrastructure. This DLI is critical for achieving DLI 2 (US\$ 35m) and DLI 3 (US\$40m) that will together lead to capacity enhancement of TE institutions for effective training delivery and ensuring certification of unqualified teachers and continuous professional development.

DLI 4 (US\$ 36 m) and DLI 5 (US\$ 44 m) focus on social audit, community monitoring and evaluation of teacher performance for improved effectiveness. These DLIs form critical aspects of the Program that would facilitate meeting the PDO indicators. DLI 6 (US\$ 20 m) has the crucial overarching objective of strengthening the fiduciary and governance systems of the implementing agencies for the Program. The DLI matrix and verification protocol table are attached in Annex3.

D. Disbursement modalities for each DLI:

Details of agreed disbursement modalities for each DLI are provided in Annex 3.

DLIs 1, 3 and 5 will be scalable DLIs, with funds being disbursed in proportion to achievement of the DLI.

The other DLIs are non-scalable DLIs. Where actions are not achieved in any particular year/period, the allocated amount will be carried over to the subsequent

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year. Conversely, if the achievement consistently outperforms the targets, the corresponding Credit amount may be fully disbursed before the end of the operation.

E. DLI verification protocols.

Verification protocols for each DLI are detailed in Annex 3 of the project appraisal document referred above.

3. Scope of Services, Tasks (Components) and Expected Deliverables

A. The IVA will verify the DLIs as per the agreed terms, through paper and physical inspection to confirm the accuracy and quality of results and eligible disbursement amounts claimed by DOE in its supporting documentation with each disbursement claim. In accordance with good audit practice, verification will take place against a sampling framework and frequency, described in detail in the Verification Protocol (Annex-) and this TOR.

B. The tasks of the IVA will include, but not necessarily be limited to, the following:

1. Develop and furnish to DOE an **Inception report** in 2 Parts.

- i. Part 1 will cover templates in which it seeks input data from DOE that is to be verified by the consultant.
- ii. Part 2 will contain its own verification plan for each DLI. Verification plan will include detailed work plan and verification arrangements proposed by IVA for each Disbursement Linked Indicator that would be claimed by DOE with each disbursement claim for verification. This will cover IVA's team composition, Names of Sites and offices that would be visited, agreed days and dates for each visit, what field survey will be carried out by the IVA, what coordination and logistics arrangements are needed and most importantly total number and reporting formats for each site visit that will go in the IVA's verification report. IVA will seek DOE approval of such verification plan included in the Inception Report.

C. Prepare and seek approval of an updated Detailed Verification plan for each DLI that is specific to each disbursement claim that would be received from DOE from time to time, prior to commencing verification process.

D. Verification of achievement of each of the Program DLIs.

E. Issuance of Verification Reports to the DOE immediately after State Verification in the form and substance acceptable to DOE.



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Verification of calculation of the amount to be disbursed against each verified DLI based on a disbursement formula/modalities agreed between GOB and the World Bank.

F. Submit 'Assignment completion report' containing summary of work done and suggestions for strengthening the verification protocol and process for future use by DOE

7. Approach and Methodology Suggested

A. The basis for the work of the IVA shall be:

- a. The Program Results Framework.
- b. The Verification Protocol agreed between GOB and the World Bank as contained in project appraisal document (PAD) and the verification plan that will be prepared by IVA for each DLI under each disbursement claim.
- c. The Program Manual and Implementation Plan.
- d. Program Monitoring Reports.
- e. Any contracts entered between any of the Program implementing entities and third parties.
- f. Physical on-site verification, interviews and discussions with beneficiaries and other stakeholders.
- g. Other relevant documents provided by DOE from time to time.

8. Consultants Outputs and Schedules

The IVA shall submit the following deliverables:

The indicative Number of disbursement claims to be verified, the expected timing for each claim and indicative details of expected field visits for each DLI are as below:

Note: - (These are indicative only, and verification reports for the project will be, in accordance with the PAD and as agreed with DOE and bank)

<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
DLI1: Infrastructure Ensuring requisite infrastructure of TE Institutions	BSEIDC has completed the upgrade of at least 40 TE Institutions since Year 0 in accordance with established minimum standards.	2015-16 (Period 1):	The Independent verification agency has to provide the verification report as per the agreed verification template and source documents provided by department of Education and the related agencies working for the project. The IVA will ensure the verification process as described

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Section 7. Terms of Reference

<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
			under verification protocol (Annexure - 1) and as agreed with the DOE and BSEIDC.
DLI 1:	BSEIDC has completed the upgrade of: (i) atleast 110 TE Institutions in FY2016/17; and (ii) a minimum of 150 TE Institutions since Year 0, all in accordance with established minimum standards	2016-17 (Period 2):	The verification process will review completion status against site plans based on data source documents for all institutions. Minimum of 4 completed DIETs or PTECs + 1 randomly sampled other institution in that district (minimum of 8 institutions)
DLI 1:	2017-18(Period 3): BSEIDC has completed the upgrade of: (i) Atleast 50 TE Institutions in FY2017/18; and (ii) a minimum of 250 TE Institutions since Year 0, all in accordance with established minimum standards.	2017-18 (Period 3):	The verification process will review completion status against site plans based on data source documents for the institutions refurbished in Period 3. The review will be of core infrastructure and campus development. Minimum 4 DIETs or PTECs and 1 randomly sampled other institution in that district (minimum 8 institutions) refurbished in Period 3 will be visited for physical verification by third parties.
DLI 1:	2018-19 (Period 4): BSEIDC has completed the upgrade of: (i) at least 50 TE Institutions in FY2018/19; and (ii) a minimum of 300 TE Institutions since Year 0, all in accordance with established minimum standards.	2018-19 (Period 4)	Completion of core infrastructure and campus development at DIET/PTEC/CTE. Campus development means: boundary wall, land-scaping, faculty quarters, principal quarters, internal road, and non-conventional energy. The verification process will review completion status against site plans based on data source documents for all institutions, with no duplication from 1st and 2nd



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<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
			2nd periods. Minimum 4 DIETs or PTECs and 1 other randomly sampled institution from that district (minimum 8 institutions) refurbished in Period 4 will be visited for physical verification by third parties
DLI 2: Institutional Capacity Ensuring Capacity Enhancement of TE institutions for effective TE delivery	2019-20 (Period 5): SCERT has carried out a TEIDI end-line survey of TE Institutions surveyed in Year 1,	2019-20 (Period 5)	The verification process will involve review of source documents and interactions. 5% sample site verification report of TEIDI survey/Third party
DLI 3: Quality Improvement Training of unqualified teachers and professional development of all teachers through ICT solutions.	2015-16 (Period 1): SCERT has commissioned a needs assessment study for the design of on-line program for teacher's professional development.	2015-16 (Period 1)	The verification will involve review of source documents(report on needs assessment -TNA Report) provided by SCERT
DLI 3:	2016-17 (Period 2): SCERT has rolled out the D.El.Ed. open and distance learning program in at least 100 TE Institutions using ICT based materials	2016-17 (Period 2)	The verification process will involve review of source documents (online ODL management system).Verification of sample of online records for attendance and assignments at least 4 DIETs and 1 other center in each of the 4 districts(at least 8 centers) by third party List of centers using ICT based materials provided by SCERT

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Section 7. Terms of Reference

<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
DLI 3:	2017-18 (Period 3):At least 60% of teachers enrolled in continuous professional development program inFY2015/16 in 20Districts have completed said programs	2017-18 (Period 3)	(i)The verification process will look updation of CPD teacher numbers on the TEMIS and the extent of use of the online forums from the sources. Teacher ID number common between SCERT and BSEB.
DLI 3:	2018-19 (Period 4):(i) At least 14,000 teachers who enrolled the D.El.Ed. open and distance learning program in Fiscal Year 2016/17 have successfully passed the program final examination; and(ii) At least 70% of teacher enrolled in continuous professional development programs in FY 2017/18 in 20 Districts, have completed said programs.	2018-19 (Period 4)	1. Results of the candidates from the Bihar State Examination Board 2. Data base of CPD program completion tracked through TEMIS (i)Teacher ID number common between SCERT and BSEB (ii) The verification process will look updation of CPD teacher numbers on the TEMIS and the extent of use of the online forums from the sources55
DLI 3:	2019-20 (Period 5): (i) At least14,000 teachers who enrolled the D.El.Ed. open and distance learning program in Fiscal Year2017/18 have successfully passed the program final examination; and(ii)At least 75%of teacher enrolled in continuous professional development program inFY2018/19 in 20Districts, have completed said program	2019-20 (Period 5)	1. Results of the successful candidates from the Bihar State Examination Board 2. Data base of CPD program completion tracked through TEMIS i) The verification process will look at the extent of use of the online forums from the sources. Teacher ID number common between SCERT and BSEB(ii) The verification process will look updation of CPD teacher numbers on the TEMIS and the extent of use of the online forums from the sources



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<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
DLI 4: Accountability and Monitoring System Ensuring Teacher's management and performance is effectively monitored and evaluated	2016-17 (Period 2): (i) DR&T has publicly disclosed in its website the revised and updated TEMIS teacher training database ;and (ii) SCERT has updated the D. El. Ed teacher training curricula (content and pedagogy) taking into consideration the results of the teachers' performance benchmarks surveyed in Year 1	2016-17 (Period 2)	(i)The verification process will assess the DRT web site showing data base of 435,000 teachers under TEMIS (ii) Updated curriculum will be verified through assessment of the updated training curriculum submitted by SCERT. The curriculum will show evidence of being updated in response to the issues identified in the teacher performance evaluation.
DLI 4:	2017-18 (Period 3) : DR&T has updated and upgraded the TEMIS' teachers training database in at least 20 Districts.	2017-18 (Period 3)	TEMIS DATABASE The verification process will involve review of upgradation of the teacher training database (to include the data of all elementary teachers in the state) and updated records (records to provide teacher training information) since disclosure of TEMIS data in 2015-16.The verification will also include a cross-check of atleast 20 teacher records
DLI 4:	2019-20 (Period 5): The average teacher performance score has improved by 10%age points from baseline survey of Year 1, as evidence by end-line survey in Year 5	2019-20 (Period 5)	End line survey report published on Department of Education's website
DLI 5: Teacher Accountability Teachers accountability at school level	2016-17 (Period 2): SCERT has completed the training of SMCs (including training on a newly developed module on teacher accountability) in atleast 10% of elementary schools.	2016-17 (Period 2):	List of trained SMCs provided by SCERT The verification will involve review of source documents. The verification will also include a site visit to SMCs in a random sample of atleast 50 schools (out of list of trained SMCs) across 5 randomly

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<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
			sampled districts. Training of an SMC will be considered completed if atleast 10 members are trained.
DLI 5: Teacher Accountability Teachers accountability at school level	2017-18 (Period 3): BEOs' and BRCCs' visits reports are available for at least 50% of elementary schools.	2017-18 (Period 3):	The verification will involve review of Quality Monitoring Tool; and a site visit to a random sample of at least 50 schools across 5 randomly sampled districts covered in this year.
DLI 6: Strengthened Corporate Governance Program Fiduciary Systems and Performance	2015-16 (Period 1): BSEIDC has adopted a framework for strengthening its corporate governance including disclosure practices and a grievance redressal mechanism for the handling of procurement complaints.	2015-16 (Period 1):	Documents to be disclosed on BSEIDC website. BSEIDC will share a copy of the framework for public disclosure and compliant duly approved by the Board of Directors of BSEIDC Disclosure of IDF in financial statements Framework of procurement complaint handling and grievance redressal mechanism as approved by Board (minutes of Board meeting)
DLI 6: Strengthened Corporate Governance Program Fiduciary Systems and Performance	2016-17 (Period 2): (i) BSEIDC has publicly disclosed in its website all contracts awarded under the Operation, (ii) BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for at least 80% of the contracts disclosed; and (iii) The Operation's expenditures for Fiscal Year 2016-17, as recorded by DR&T and computerized in CTMIS have been	2016-17 (Period 2):	All the information will be available on BSEIDC and e-procurement websites with time and date stamp. This will be verified by the third party with source document in BSEIDC (contract registers and financial records). Verify that the monthly physical and financial progress reports are disclosed within a week of completion of the month in which information on at least 80% of the contracts is updated. DR&T will certify that the information is updated.



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<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
	reconciled with AG (A&E) with respect to the budget heads for the Program.		In case there are differences, a note of error/transfer entry proposed to the AG by DR&T should be additionally provided.
DLI 6: Strengthened Corporate Governance Program Fiduciary Systems and Performance	2017-18 (Period 3): (i) BSEID Chas implemented an enterprise resource planning system with modules for procurement, contract and financial management activities under the Operation;	2017-18 (Period 3):	Data and financial reports from ERP to be provided by BSEIDC Go Live certification issued by BSEIDC; The verification process will involve review of source documents from ERP system and a comparison with publically disclosed data; Annual entity audited financial statements of FY 2016-17 prepared based on ERP data.
DLI 6: Strengthened Corporate Governance Program Fiduciary Systems and Performance	The Program's expenditures for Fiscal Year 2017-18, as recorded by DR&T and computerized in CTMIS have been reconciled with AG (A&E) with respect to the budget heads for the Program	2017-18 (Period 3):	Reconciliation certificate issued by AG (A&E) DR&T will obtain and share the certification issued by AG (A&E). In case there are differences, a note of error/transfer entry proposed to the AG by DR&T should be additionally provided.
DLI 6: Strengthened Corporate Governance Program Fiduciary Systems and Performance	2018-19 (Period 4):(i) BSEIDC has satisfactorily handled, as per approved framework, atleast 80% of the grievance complaints received since the approval of the corporate governance frame work.	2018-19 (Period 4)	Functioning procurement complaint handling system to be available. All the information will be available on BSEIDC website with time and date stamp. This will be validated by the third party with source documents in BSEIDC

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Section 7. Terms of Reference

<u>DLI</u>	<u>DESCRIPTION</u>	<u>Period</u>	<u>Deliverables</u>
DLI 6: Strengthened Corporate Governance Program Fiduciary Systems and Performance	(ii) The Program's expenditures for Fiscal Year 2018/19, as recorded by DR&T and computerized in CTMIS have been reconciled with AG (A&E) with respect to the budget heads for the Program		Reconciliation certificate issued by AG (A&E) DR&T will obtain and share the certification issued by AG (A&E). In case there are differences, a note of error/transfer entry proposed to the AG by DR&T should be additionally provided
	2019-20 (Period 5): BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for all the contracts disclosed under the Program	2019-20 (Period 5):	BSEIDC website All the information will be available on BSEIDC website with time and date stamp. This will be validated by the third party with source documents in BSEIDC including the ERP system.

4. Team Composition & Qualification Requirements for the Key Experts

- A. DOE will assess the demonstrated experience and capacity of the interested agencies applying for this consultancy assignment for ensuring credible verification. The assignment requires a firm or consortium with skills and experience in school education sector, open and distance learning, IT/ ICT expert, Civil construction expert, program management, financial management, procurement, and experts in fiduciary, social, environmental and in scheme operational performance aspects.
- B. The bidders are advised to deploy sufficient amount of manpower required to successfully deliver the tasks and quote accordingly in their proposal. An indicative manpower requirement for the project during the entire 6-year program is shown below:

(i) Key Experts

Sl.	Position	Indicative Experience	Number of persons	Man Months Required
1	Team Leader	Seasoned management professional with experience of at least 15 years, and with strong background in project management, monitoring, and evaluation. Exceptional leadership skills to manage diverse	1	22 Man-Months



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		stakeholders and lead clients in public sector.		
2	Civil Engineer	Min qualification graduate in Civil Engineering with at least 10 years of Experience of which 5 years should be in Building construction / supervision	1	22 Man-Months
3	Architect /	Min qualification graduate in Architecture with at least 10 years of Experience of which 5 years should be in Building design ./ supervision	1	22 man months
4	Education Expert	At least post graduate degree in the relevant field with at least 15 years' experience in education sector.	4	176 Man-Months
5	ICT Expert	At least post graduate degree in the relevant field of engineering from a reputed institution with 10 Years of Experience	1	80 Man-Months

(ii) Other Experts

Sl.	Position	Indicative Experience	Number of persons	Man Months Required
1	Community Expert	Graduate/ post graduate who is well conversant with issues of decentralization, governance, working with community based organizations, and has strong social audit background.	1	3 Man-Months
2	Monitoring and Evaluation Expert	Graduate degree in the relevant field of with atleast 7 Years of Experience. Conversant with M&E tools,	5	50 Man-Months
3	Finance and procurement expert	A CA / MBA with experience in the relevant field with atleast 7 years of experience.	4	20 Man-Months
4	Institutional / Organization Development expert	A minimum of a Bachelor's degree or equivalent from a recognized university in management or human resources. Post-graduate qualification in a related field will be additional value. Additional qualifications in education/training or training of trainers	1	5 Man-Months

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Sl.	Position	Indicative Experience	Number of persons	Man Months Required
		would also be added value.		
5	Civil engineers	Min qualification graduate in Civil Engineering with at least 5 years of Experience of which 3 years should be in building construction / supervision (There are 9 zones and one is required for each zone)	9	162 Man-Months

The consultant will provide additional professional staff as needed especially in procurement and social and environmental management and support staff etc. The Consultant personnel should not be currently employed by GOB or any of the DOE, related institutions covered by the IVA services. The IVA must have / be able to quickly put together a team of multi-disciplinary professionals to carry out verification of DLI achievements and furnish high quality verification reports with clear evidence of achievement of DLIs as per the agreed verification protocol.

The consultant will make his own arrangements for all the activities it has to perform in meeting the scope of services under this consultancy. This will include all travel and logistic arrangements required for its Team for desk review and for field verification for each disbursement claim and for each type of DLR verification activity.

Consultancy Duration

- A. The IVA shall be offered a Contract for a period of three (3) years, renewable for up to periods of one year or more as required , each upon satisfactory performance in the first 3 years.

5. Reporting Requirements and Time Schedule for Deliverables

- A. The IVA shall carry out the assignment under the overall supervision of the Principal Secretary, Department of Education, Government of Bihar. However, day-to-day activities for the verification process shall be managed and coordinated by officials of BSEIDC, DRT ,SCERT and the institutions and administrative bodies working under the umbrella of department of education i.e. DOE.

The IVA shall submit the DLI Verification Reports to the Department of Education



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Government of Bihar. The IVA shall ensure that Verification Reports are timely, accurate, and objective and are backed-up by evidence and a clear rationale. The IVA will be required to make presentations as needed in Patna and clarify, in a timely manner, any issues and questions raised by DOE and the World Bank.

C.

S.N.1	OUTPUT
1	Submission of Inception Report within one month of award of the contract.
2	Reports to be submitted against the DLIs verification protocols as per the agreed financial agreement and the project requirement .
3	Assignment completion report Submission of Assignment completion report containing summary of work done and suggestions for strengthening the verification protocol and process for future use by DOE .

6. Client's Input and Counterpart Personnel

D. The BSEIDC, DRT AND SCERT shall provide the IVA with relevant data and documents necessary to verify DLI achievements and shall ensure that the IVA's staff and consultants have access to all Program sites and locations.

7. Extracts of agreed Financing agreement (DLIs verification protocol)

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Schedule 3

Disbursement-Linked Indicators, Disbursement-Linked Results and Allocated Amounts Applicable to the Program

DISBURSEMENT-LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS TO BE ACHIEVED IN FY2014/15 (YEAR 0)	RESULTS TO BE ACHIEVED IN FY2015/16 (YEAR 1)	RESULTS TO BE ACHIEVED IN FY2016/17 (YEAR 2)	RESULTS TO BE ACHIEVED IN FY2017/18 (YEAR 3)	RESULTS TO BE ACHIEVED IN FY2018/19 (YEAR 4)
1. Infrastructure: Ensuring requisite infrastructure for TE Institutions.	(i) BSEIDC has established the minimum standards for the improvement of TE Institutions; and (ii) BSEIDC has prepared a priority list of at least 250 TE Institutions needing improved facilities and ICT infrastructure.	BSEIDC has completed the upgrade of at least 40 TE Institutions since Year 0 in accordance with established minimum standards	BSEIDC has completed the upgrade of: (i) at least 110 TE Institutions in FY2016/17; and (ii) a minimum of 150 TE Institutions since Year 0, all in accordance with established minimum standards	BSEIDC has completed the upgrade of: (i) at least 50 TE Institutions in FY2017/18; and (ii) a minimum of 250 TE Institutions since Year 0, all in accordance with established minimum standards	BSEIDC has completed the upgrade of: (i) at least 50 TE Institutions in FY2018/19; and (ii) a minimum of 350 TE Institutions since Year 0, all in accordance with established minimum standards
Allocated Amounts	USD 10,000,000	USD 100,000 per TE Institution upgraded	USD 100,000 per TE Institution upgraded in Year 2	USD 100,000 per TE Institution upgraded in Year 3	USD 100,000 per TE Institution upgraded in Year 4
2. Institutional Capacity: Ensuring Capacity Enhancement of TE Institutions for effective teacher		SCERT has carried out a TEIDI baseline survey of TE Institutions and established their respective aggregate index score to determine priorities for investment	PSC has filled in at least 60% of the sanctioned staff positions for DIETs and PTECs on regular basis.	PSC has filled in at least 65% of the sanctioned staff positions for DIETs and PTECs in on regular basis.	PSC has filled in at least 75% of the sanctioned staff positions for DIETs and PTECs on regular basis.
					SCERT has carried out a TEIDI end-line survey of TE Institutions surveyed in Year 1, evidencing improvements in their respective aggregate

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DISBURSEMENT- LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS					RESULTS TO BE ACHIEVED IN FY2019/20 (YEAR 5)
	RESULTS TO BE ACHIEVED IN FY2014/15 (YEAR 0)	RESULTS TO BE ACHIEVED IN FY2015/16 (YEAR 1)	RESULTS TO BE ACHIEVED IN FY2016/17 (YEAR 2)	RESULTS TO BE ACHIEVED IN FY2017/18 (YEAR 3)	RESULTS TO BE ACHIEVED IN FY2018/19 (YEAR 4)	
education delivery.						index score in at least 10% of them.
Allocated Amounts		USD 5,000,000	USD 10,000,000	USD 5,000,000	USD 5,000,000	USD 10,000,000
3. Quality Improvement: Training of unqualified teachers and professional development of all teachers through ICT solutions.	NCTE has approved the package for print-based materials prepared by SCERT for the first year of the curricula of the D.El.Ed.	SCERT has commissioned a needs assessment study for the design of on-line programs for teachers' professional development.	SCERT has rolled out the D.El.Ed. open and distance learning program in at least 100 TE Institutions using ICT-based materials.	At least 60% of teachers enrolled in continuous professional development programs in FY2016/17 in 20 Districts, have completed said programs	(i) At least 14,000 teachers who enrolled the D.El.Ed. open and distance learning program in FY2016/17 have successfully passed the program's final examination; and (ii) At least 70% of teacher enrolled in continuous professional development programs in FY2017/18 in 20 Districts, have completed said programs.	(i) At least 14,000 teachers who enrolled the D.El.Ed. open and distance learning program in FY2017/18 have successfully passed the program's final examination; and (ii) At least 75% of teacher enrolled in continuous professional development programs in FY2018/19 in 20 Districts, have completed said programs.
Allocated Amounts	USD4,000,000	USD 4,000,000	USD 8,000,000	USD 8,000,000	USD 30,000 per batch of 100 teachers that passed the examination (target (i) above); and USD 3,500,000 for target (ii) above.	USD 30,000 per batch of 100 teachers that passed the examination (target (i) above); and USD 2,750,000 for target (ii) above.

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DISBURSEMENT-LINKED RESULTS						
DISBURSEMENT-LINKED INDICATORS	RESULTS TO BE ACHIEVED IN FY2014/15 (YEAR 0)	RESULTS TO BE ACHIEVED IN FY2015/16 (YEAR 1)	RESULTS TO BE ACHIEVED IN FY2016/17 (YEAR 2)	RESULTS TO BE ACHIEVED IN FY2017/18 (YEAR 3)	RESULTS TO BE ACHIEVED IN FY2018/19 (YEAR 4)	RESULTS TO BE ACHIEVED IN FY2019/20 (YEAR 5)
4. <i>Accountability and Monitoring System:</i> Ensuring Teachers' management and performance is effectively monitored and evaluated.		DR&T and SCERT has: (i) developed teacher performance indicators (benchmarks); and (ii) carried out a baseline survey thereof, on the basis of terms of reference agreed with the Association.	(i) DR&T has publicly disclosed in its website the revised and updated TEMIS teacher training database; and (ii) SCERT has updated the D.El.Ed teacher training curricula (content and pedagogy) taking into consideration the results of the teachers performance benchmarks surveyed in Year 1.	DR&T has updated and upgraded the TEMIS teachers training database in at least 20 Districts.	DoE has approved a policy framework providing incentives to better performing teachers and teacher educators.	The average teacher performance score has improved by 10% from baseline survey of Year 1, as evidence by end-line survey in Year 5.
<i>Allocated Amounts</i>		USD 2,000,000	USD 4,000,000 for target (i) above; and USD 2,000,000 for target (ii) above.	USD 8,000,000	USD 8,000,000	USD 12,000,000
5. <i>Teachers Accountability:</i> Teachers' accountability at school level.			SCERT has completed the training of SMCs (including training on a newly-developed module on teacher accountability) in at least 10% of elementary schools.	BEOS' and BRCCs' visits reports are available for at least 50% of elementary schools.		(i) Teachers' attendance in primary school has improved by 3% in Year 5 compared with baseline; and (ii) Teachers' attendance in upper primary school has

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DISBURSEMENT-LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS					
	RESULTS TO BE ACHIEVED IN FY2014/15 (YEAR 0)	RESULTS TO BE ACHIEVED IN FY2015/16 (YEAR 1)	RESULTS TO BE ACHIEVED IN FY2016/17 (YEAR 2)	RESULTS TO BE ACHIEVED IN FY2017/18 (YEAR 3)	RESULTS TO BE ACHIEVED IN FY2018/19 (YEAR 4)	RESULTS TO BE ACHIEVED IN FY2019/20 (YEAR 5)
						improved by 3% in Year 5 compared with baseline
Allocated Amounts			USD 12,000,000	USD 12,000,000		USD 20,000,000
6. Strengthened Corporate Governance: Program Fiduciary Systems & Performance		BSEIDC has adopted a framework for strengthening its corporate governance including disclosure practices and a grievance redress mechanism for the handling of procurement complaints.	(i) BSEIDC has publicly disclosed in its website all contracts awarded under the Program. (ii) BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for at least 80% of the contracts disclosed; and (iii)The Program's expenditures for FY2016/17, as recorded by DR&T and computerized in CTMIS have been reconciled with AG (A&E) with respect to the budget heads for the Program.	(i) BSEIDC has implemented an enterprise resource planning system with modules for procurement, contract and financial management activities under the Program (ii) The Program's expenditures for FY2017/18, as recorded by DR&T and computerized in CTMIS have been reconciled with AG (A&E) with respect to the budget heads for the Program.	(i) BSEIDC has satisfactorily handled, as per approved framework, at least 80% of the grievance complaints received since the approval of the corporate governance framework; and (ii) The Program's expenditures for FY2018/19, as recorded by DR&T and computerized in CTMIS have been reconciled with AG (A&E) with respect to the budget heads for the Program.	BSEIDC has publicly disclosed in its website monthly physical and financial progress reports for all the contracts disclosed under the Program.



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DISBURSEMENT- LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS					
	RESULTS TO BE ACHIEVED IN FY2014/15 (YEAR 0)	RESULTS TO BE ACHIEVED IN FY2015/16 (YEAR 1)	RESULTS TO BE ACHIEVED IN FY2016/17 (YEAR 2)	RESULTS TO BE ACHIEVED IN FY2017/18 (YEAR 3)	RESULTS TO BE ACHIEVED IN FY2018/19 (YEAR 4)	RESULTS TO BE ACHIEVED IN FY2019/20 (YEAR 5)
Allocated Amounts		USD 2,000,000	USD 2,000,000 for target (i) above; USD 2,000,000 for target (ii) above; and USD 2,000,000 for target (iii) above.	USD 4,000,000 for target (i) above; and USD 2,000,000 for target (ii) above.	USD 2,000,000 for target (i) above; and USD 2,000,000 for target (ii) above	USD 2,000,000

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APPENDIX B - KEY EXPERTS

Team Composition, Assignment, and Key Experts Input

No		Expert's input (in person / month) per each deliverable (listed in Tech – 5)																								Total time-input (in Months)					
		Name	Position	Home/Field	D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	D-11	D-12	D-13	D-14	D-15	D-16	D-17	D-18	D-19	D-20	D-21	D-22	D-23	D-24	Home	Field	Total
		25																													
Key experts																															
K-1	Pallav Kumar	Team Leader	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-2	Dhananjay Kumar	Civil Engineer	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-3	Ashok Mishra	Architect	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-4	Ravindra Kumar Mishra	Education Expert	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-5	Smriti Ranjan Jena	Education Expert	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-6	Suresh Chandra Mehta	Education Expert	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-7	Jaydeep Kar	Education Expert	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-8	Atanu Garai	ICT Expert	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16	20	36
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
K-9	Arunab Gunjan	ICT Expert	Home	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15	20	35
			Field	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15	20	35
Subtotal																												142	180	322	
Non Key Experts																															
N-1	To Be deployed	Community Expert	Home																												
			Field																												
N-2	To Be Deployed	Monitoring and Evaluation Expert	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	1										1	2	3
			Field	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5											5	5	10
N-3	To be deployed	Monitoring and Evaluation Expert	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5											5	5	10
			Field	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5													

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No	Expert's input (in person / month) per each deliverable (listed in Tech – 5)																									Total time-input (in Months)					
	Name	Position	Home/ Field	D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	D-11	D-12	D-13	D-14	D-15	D-16	D-17	D-18	D-19	D-20	D-21	D-22	D-23	D-24	D-25	Home	Field	Total
N-4	To Be deployed	Monitoring and Evaluation Expert	Home											.5	.5	.5	.5	.5	.5	.5	.5	.5	.5						5	5	10
N-5	To Be deployed	Monitoring and Evaluation Expert	Home											.5	.5	.5	.5	.5	.5	.5	.5	.5	.5						5	5	10
N-6	To Be deployed	Monitoring and Evaluation Expert	Home																.5	.5	.5	.5	.5	.5	.5	.5	.5		5	5	10
N-7	To Be deployed	Finance and procurement expert	Home	.5	.5					.5	.5	.5	.5																3	2	5
N-8	To Be deployed	Finance and procurement expert	Home	.5	.5					.5	.5			.5	.5	.5	.5												3	2	5
N-9	To Be deployed	Finance and procurement expert	Home											.5	.5									.5	.5	.5	.5	.5	3	2	5
N-10	To Be deployed	Finance and procurement expert	Home													.5	.5		.5	.5	.5	.5	.5						3	2	5
N-11	To Be deployed	Institutional / Organization Development expert	Home	.5	.5	.5	.5									.5	.5												2	3	5
N-12	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-13	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-14	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-15	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-16	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-17	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-18	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-19	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18
N-20	To Be deployed	Civil Engineer	Home	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5																5	13	18

24.05-2017
Chief Consultant (Technical)
 Bihar State Educational Infrastructure Development Corporation Ltd., Patna



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Anirudh Doshi



6-7-2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna
248

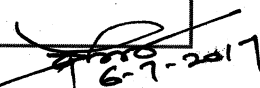
(P)

CURRICULUM VITAE (CV) – TEAM LEADER

Position Title and No.	1. Team Leader
Name of Expert:	Pallav Kumar
Date of Birth:	18 th December 1975
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
Post. Graduation in Labour & Social Welfare	Patna University	1998
Post Graduate Diploma in Rural Development & Welfare Administration	Patna University	1996
B.A (Honours) in History	Patna University	1995

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
Sept 2016 to till date	Employing Organization: Tata Trust Position: Program Manager – Education	India	Activities performed: <ul style="list-style-type: none"> Team Building, Networking with community and partners, Program Integration Leading and Integrating all interventions - School Improvement Program, Madarsa Improvement Program, ICDS, Women Literacy, Adolescent Education and ITE Rejuvenation of Teacher Education Institutions (DIETs) Process development for various government education institutions
April 2010- Sept 2016	Employing Organization: Azim Premji Foundation (Uttarakhand & Bihar) Position: Program Coordinator - Education, leadership	India	Activities performed: <ul style="list-style-type: none"> Responsible for Conceptualization & Facilitation of Teacher Educators and Teacher Education Institutions Supervised ELM(Education Leadership & Management)
2009-10	Employing Organization: Aga Khan Rural Support Program(India) Position: Manager-Education, based at Central Office, Muzaffarpur, Bihar	India	Activities performed: <ul style="list-style-type: none"> Responsible for program designs, implementation, planning & monitoring, through effectively involving the team in creating an environment of well being and facilitation.


 Chief Consultant (Technical)
 Bihar State Educational Infrastructure
 Development Corporation Ltd., Patna



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Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
2008-2009	Employing Organization: UNICEF Position: State Coordinator	India	Activities performed: <ul style="list-style-type: none"> Managed SANKALP project implemented in 28 districts of Bihar in collaboration with BEP, UNICEF and PRATHAM Supervised SWASTHH PLUS project (USAID) Supervised for (Primary Education Enhancement Program(AUSAID)
Jan 2003 – March 2005	Employing Organization: Plan India project Units Position: Program Officer – Learning and Livelihood Domain	India	Activities performed: <ul style="list-style-type: none"> Supervised Adithi-Plan Project in 3 districts of N.Bihar, i.e. Sitamarhi, Vaishali & Muzaffarpur
Oct 2001 – Jan 2003	Employing Organization: UNICEF, Patna office Position: Consultant(Free Lancer)	India	Activities performed: <ul style="list-style-type: none"> Worked as Training Evaluator for the training of PSMs (Panchayat SikchchaMitra) to be appointed as 'Para-Teacher' for primary grades in Bihar. Responsible for various research studies on training and teacher capacity building, learning achievements of students
Oct 2001 – Jan 2003	Employing Organization: Bihar Education Project DPEP-III Position: Consultant(Free Lancer)	India	Activities performed: <ul style="list-style-type: none"> Supervised various research studies on Learning Levels, Quality of Education "Minimum Levels of Learning in Primary, National Curriculum – Minimum Level of Learning.
Feb 1990-Dec 2000	Employing Organization: ASSERT (Association for Social Engineering Research and Training) Position: Research and Evaluation Officer	India	Activities performed: <ul style="list-style-type: none"> Designing tools & strategy, training of data investigators Supervising data collection and action researches Compilation and analysis of data , report writing and presentation

Membership in Professional Associations:
Seminars Attended On:
ECCD, and Juvenile Delinquency, CCCD
UEE & significance of getting education, Adolescent's Policy, Role of Micro-finance & banks in promoting rural entrepreneurship
Gap analysis of govt. welfare programs (a social audit)



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

(Signature)

24/6

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Good	Good	Good
Hindi	Good	Good	Good

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Responsible for the overall project management Coordinating with all the team members Lead the team of experts and be responsible for deliverables Will be anchoring the research assignment including guiding the team and bringing in cross-thematic insights which will govern the assignment planning Be responsible for leading, coordinating and finalising on such deliverables such as M&E strategy, monitoring formats, sample design, thematic thrusts, tool development, data analysis, and reports. The TL will also be responsible for ensuring that the processes are executed in a timely way with respect to the deliverables. 	<p>Name of the Organization/Assignment : Azim Premji Foundation (Uttarakhand & Bihar), Location: Patna, Year:2010 – 2016</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Conceptualization & Facilitation of Module development on various themes related to quality framework Continuous Professional development of Teachers and Teacher Educators Rejuvenation of Teacher Education Institutions Process development for various government education institutions
	<p>Name of the Organization/Assignment : Aga Khan Rural Support Program(India), Location: Patna, Year:2009 – 2010</p> <p>Activities performed:</p> <ul style="list-style-type: none"> Assess need of the area and the impact of the previous similar initiatives for development. Support program designs, implementation, planning & monitoring, through effectively involving the team in creating an environment of well being and facilitation. Provided strategic direction to the learning initiatives of the Program, focussing on quality and integrating strategies with organisation's policy and Government efforts with specific focus on learning processes in ECCD & Elementary Education. Provide conceptual inputs on the what/why/how of the ECCD programming; to facilitate the integration of learning initiatives with health interventions. Identified the areas for strengthening current interventions especially in terms of quality, and those that need to be taken up. Advocacy & Liaison at all levels (wherever needed to boost the acceptance of the on-going/proposed projects.
	<p>Name of the Organization/Assignment: UNICEF, Location: Patna, Year:2001 - 2003, Clients: UNICEF</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Facilitated the preparation of AWP & B of Bihar education Project Council for FY 07-08 and FY08-09 Qualitative study of "In-service training and teachers' capacity building program of DPEP" in Bihar and Jharkhand", sample being of children, teachers and community members spread across 2 states Assessed learning achievements of grade 1 and 4 students in the government primary schools for "Baseline Assessment Study (Technical)

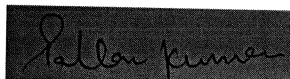


Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p>Learning Achievement in the Primary Schools of Bihar and Jharkhand"</p> <p>Name of the Organization/Assignment : Bihar Education Project DPEP-III, Location: Patna, Year:2001 – 2003</p> <p>Activities performed:</p> <ul style="list-style-type: none"> ▪ "Minimum Levels of Learning in Primary Grades"- the project involved assessment of achievement level among the school children in the context of National curricular module- MLL. ▪ Collaborated in the study- "Baseline Assessment of Quality of Education in BEP (DPEPIII) districts"
Experts contact information :	<p>Email : kumar.pallav@rediffmail.com</p> <p>Phone : 07654102381</p>

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Pallav Kumar



15 – March -2017

Name of Expert	Signature	Date
Vivekanand Dasgupta	Vivekanand	15 – March -2017
Name of authorized Representative of the Consultant	Signature	Date

Signature of authorized Representative of the Consultant



Signature of Chief Consultant (Technical)
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Signature

Signature

CURRICULUM VITAE (CV) – CIVIL ENGINEER

Position Title and No.	2. Civil Engineer
Name of Expert:	Dhananjay Kumar
Date of Birth:	10 th Jan 1979
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
B.E. in Civil Engineering	P.D.A. College of Engineering, Gulbarga	2003

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
July 2015 to Till now	Employing organization: Theam Engineers Pvt. Ltd. Position: Engineer	India	Activities performed: Construction and Supervision of Intake well & Jack Well cum pump house 25 MLD, Laying of Transmissions main 12 Km, Rising main 175.969 Km & distribution main line 130.245 Km, Construction of Water Treatment Plant 20.17 MLD, Pump-Houses, ESRs, CWR, Electrical substation.
Oct 2013 to Jun2015	Employing organization: EGIS India Consulting Engineers Pvt. Ltd. Position: Assistant Construction Manager	India	Activities performed: Construction and Supervision of Laying of Transmissions main, Rising & distribution main line, Construction of Water Treatment Plant 8MLD, 14 MLD, Pump-Houses, ESR, CWR, RWR, VTC, PSPs, CWT.
Jan 2011 to July 2013	Employing organization: DHV India Private Limited. Position: Assistant Manager	India	Activities performed: Construction and Supervision of Over Head Tank, Underground Reservoir, Roads, Footpath, Storm Water Drainage(1.2 Mtr. width length 4 Km), Sewerage (laying RCC NP3 pipe 3.5 Km), Water Supply and Recycled Water Works, Culverts, Recharge pit, Administrative and Factory Buildings etc. Review and approval of construction drawings & construction programme submitted by contractor.
March 2010 to Jan 2011	Employing organization: PREMNATH & ASSOCIATES. Pathnkot (Mamun, Basoli, Damtal) & Delhi Position: Resident Engineer	India	Activities performed: Worked in Tender Amendment, Construction and supervision of High & Low-raise Residential Building, External Infrastructure & all type of finishing work etc.
Jun 2007	Employing organization:	India	Activities performed:



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
to March 2010	Shreya Const. and Engg. Pvt. Ltd. Position: Site In-Charge		Construction and Supervision of High-rise Building, Structural Building, Silo, Pedestal, Footings, Culverts (Box & Hume-pipe), Roads, Luxury flats, Apartments, Tank, Control-room, Pipe rack, Trenches etc.
May 2005 to Jun 2007	Employing organization: U.P. Corporative Labour Federation Ltd. (Govt of U.P.) Position: Assistant Engineer	India	Activities performed: Construction and Supervision of DRDA & Vikash Bhavan Building of RAMPUR & BULANDSHAHAR including layout work, earthwork in execution of insulated footing, Piles, all type of RCC work estimating & costing etc.
Nov 2003 to Apr 2005	Employing organization: Worked under Govt contractor Position: Site Engineer	India	Activities performed: Construction, Supervision and billing work of Circular Brick manholes 900-1500mm dia depth 4.95 mtr, house connecting chambers and connecting sewers.

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Good	Good	Good
Hindi	Good	Good	Good

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Will be involved in the verification process of school buildings and institutions including DIET Review campus development including boundary wall checks, land-scaping, faculty quarters, principal quarters, internal road, and non-conventional energy Will be responsible for reviewing site plans for core infrastructure and campus Will be responsible for all 	<p>Name of Assignment or Project: Udaipura Multi Village Rural Water Supply Scheme DIST.-Raisen, Year: July 2015 to Till now, Location: Madhya Pradesh, Client: Madhya Pradesh Jal Nigam Marydit Bhopal (M.P.), Position Held: Engineer</p> <p>Main Project Feature: Construction of Intake well – 1 no, WTP -1 no-20.17 mld, ESRs 42 nos, Raw Water Pumping Main, 600 mm length 10258 mtr, Clear Water Pumping Main length 176369 mtr, HDPE pipe laying length 427177 mtr, HSC 16299 No.</p> <p>Activities Performed: Construction and Supervision of Intake well & Jack Well cum pump house 25 MLD, Laying of Transmissions main 12 Km, Rising main 175.969 Km & distribution main line 130.245 Km, Construction of Water Treatment Plant 20.17 MLD, Pump-Houses, ESRs, CWR, Electrical substation (Including 8.9 km length of 33kV & 11kV power line), Liasoning, with contractor client and local authority & work as TPI Expert, Review and approval of construction drawings, L-sections & construction programme submitted by contractor.</p>

Sunil K. Singh



Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<p>the TE institutions infrastructure upgrade</p> <ul style="list-style-type: none">• Will be reviewing all civil construction infrastructure• Will be doing assessment of key environmental and energy efficiency indicators by referring to Manual on Environmental Management Systems• Will review core infrastructure and campus development	<p>Name of Assignment or Project: Consulting Services for Supervision during Construction, Third Party Inspection and Quality Control & Assurance of all Major Water Supply Projects for Region Bharatpur of PHED Rajasthan, Years: Oct 2013 to June, 2015, Location: Rajasthan, Client: Public Health Engineering Department, Rajasthan (Bharatpur), Position held: Assistant Construction Manager</p> <p>Main Project Feature: Construction of Intake -1no. WTP – 3nos – 8MLD, 14MLD & 147MLD, Approach Bridge-1no.-600m length, RWRs – 3nos. - up to 3000KL cap., CWRs – 26 nos. - Up to 14000KL cap., OHSRs – 200nos.- up to 600KL ,Pump Houses – 26nos., Sub-stations & allied structures.</p> <p>Activities performed: Construction and Supervision of Laying of Transmissions main, Rising & distribution main line, Construction of Water Treatment Plant 8MLD, 14 MLD, Pump-Houses, ESR, CWR, RWR, VTC, PSPs, CWT , Liasoning with contractor, client and local authority & work as TPI Expert Review and approval of construction drawings, L-sections & construction programme submitted by contractor.</p>
	<p>Name of Assignment or Project: Construction & supervision of Ludhiana Integrated Textile Park, Years: Jan 2011 to July 2013, Location: Ludhiana, Client: IL&FS, Ludhiana Integrated Textile park Ltd. Ludhiana, Position held: Assistant Manager</p> <p>Main Project Feature: Construction of Roads, Storm Water Drainage, Sewerage, Water Supply, Over Head Tank, Underground Reservoir, Recycled Water Works & Earth Works Commercial & Industrial Buildings</p> <p>Activities performed: Construction and Supervision of Over Head Tank, Underground Reservoir, Roads, Footpath, Storm Water Drainage(1.2 Mtr. width length 4 Km), Sewerage (laying RCC NP3 pipe 3.5 Km), Water Supply and Recycled Water Works, Culverts, Recharge pit, Admin and Factory Buildings etc. Review and approval of construction drawings & construction programme submitted by contractor.</p>
	<p>Name of Assignment or Project: DGMAP Housing Project Palam, Malawiya Nagar(Delhi), Years: March 2010 to Jan 2011, Location: Delhi, Client: Director General Married Accommodation Project Kashmir house Delhi, Position held: Resident Engineer</p> <p>Main Project Feature: Construction of new Married Accommodation project Dewalin unit A, B, C RCC Structure.</p> <p>Activities performed: Worked in Tender Amendment, Construction and supervision of High & Low-raise Residential Building, External Infrastructure & all type of finishing work etc.</p>
	<p>Name of Assignment or Project: Construction & Supervision of RCC Structure. Years: Jun- 2007 to March 2010, Location: Rajasthan, Client:</p>

20/07/2017



Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> • S.R Foil & Tissue Paper mile Sotanala, Behror Rajasthan) • Ansal API Luxury Apt At Mohali Site • Era Inforatech National Highway Project Rohtak • Thermal Power plant Panipat • J.P. Cement and Shree Cement Panipat <p>Position held: Site In-Charge Main Project Feature: Silo -4no,Pipe Rack Pedestal- 160 nos, Admin Building, Culvert- 60 nos, Activities performed: Construction and Supervision of High-rise Building, Structural Building, Silo, Pedestal, Footings, Culverts (Box & Hume-pipe), Roads, Luxury flats Apt, Tank, Control-room, Pipe rack, Trenches etc.</p>
	<p>Name of Assignment or Project: Construction and Supervision of DRDA & Vikash Bhavan Building of RAMPUR & BULANDSHAHAR including layout work, earthwork in execution of insulated footing, Piles, all type of RCC work estimating & costing etc. Year: May 2005 to Jun 2007, Location: Uttar Pradesh Client: U.P. Corporative Labour Federation Ltd. (Govt of U.P.) Position Held: Assistant Engineer Main Project Feature: Construction of DRDA & Vikash Bhavan Building at RAMPUR & BULANDSHAHAR including layout work, earthwork in execution, footing, Piles, all type of RCC work. Activities performed: Construction and Supervision of DRDA & Vikash Bhavan Building of RAMPUR & BULANDSHAHAR including layout work, earthwork in execution of insulated footing, Piles, all type of RCC work estimating & costing etc.</p>

Expert's contact information :	Email : er_d.kumar25@rediffmail.com
	Phone : 9644077582 / 9571097120

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dhananjay Kumar

15 – March -2017

Name of Expert	Signature	Date:
Vivekanand Dasgupta	Vivekanand	15 – March -2017
Name of authorized Representative of the Consultant	Signature	Date

CURRICULUM VITAE (CV) - ARCHITECT

Position Title and No.	3. Architect Expert
------------------------	---------------------



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

[Signature]

[Signature]

Name of Expert:	Ashok Mishra
Date of Birth:	15 th September 1977
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
M. Arch.	Indian Institute of Technology, Roorkee	2005
B. Arch.	Aligarh Muslim University, Aligarh	2002

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
Jan 2013 to till date	Employing Organization: Route2roots Consultants, Delhi Position: Principal Architect/ Team Leader	India	Activities performed: <ul style="list-style-type: none"> Undertook Concept designing, detailing, preparation of working drawings, site visits, client dealing and coordinating with other services agencies Undertook regular monitoring field visits to understand the quality of implementation
June 2010-Dec 2012	Employing Organization: Fairwood Consultants Pvt. Ltd, Noida Position: DGM-Architecture	India	Activities performed: <ul style="list-style-type: none"> Independently handled projects including designing, detailing, preparation of working drawings Involved in site visits, client dealing and coordinating with other services agencies.
June 2010-Dec 2010	Employing Organization: M/s Design Associates Inc., Noida Position: Senior Architect / Team Leader	India	Activities performed: <ul style="list-style-type: none"> Provided inputs in designing, detailing, preparation of working drawings, site visits, client dealing Coordinated with other services agencies
July 2007 – May 2010	Employing Organization: Fairwood Consultants Pvt. Ltd, Noida Position: Senior Architect/ Team leader	India	Activities performed: <ul style="list-style-type: none"> Undertook Concept designing, detailing, preparation of working drawings, site visits, client dealing and coordinating with other services agencies Undertook regular monitoring field visits to understand the quality of implementation.
April 2005 – July 2007	Employing Organization: Suresh Goel & Associates, Panchsheel Park, New Delhi Position: Senior/Project Architect	India	Activities performed: <ul style="list-style-type: none"> Independently handled projects including designing, detailing, preparation of working drawings Involved in site visits, client dealing and coordinating with other services agencies.



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Membership in Professional Associations and Publications:	
Publications/ Seminars	Details of Published Papers
'Public perception of urban spaces'	A+D Magazine, Feb- Mar 2007 edition
'Planning & Construction of Buildings in Modern India'	20th National Convention of Architectural Engineers & National Seminar
'Role of architects towards seismically safe built environment'	The Indian Institute of Architects, in Dehradun (Uttaranchal)

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Good	Good	Good
Hindi	Good	Good	Good
Urdu	Good	Good	Good

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Will be involved in the verification process of school buildings and institutions including DIET Review campus development including boundary wall checks, land-scaping, faculty quarters, principal quarters, internal road, and non-conventional energy Will be responsible for reviewing site plans for core infrastructure and campus Will be responsible for all the TE institutions infrastructure upgrade Will be reviewing all civil construction infrastructure Will be doing assessment of key environmental and energy efficiency indicators by referring to Manual on Environmental Management Systems Will review core infrastructure and campus development 	<p>Name of the Organization/Assignment : Route2roots Consultants Location: Delhi Year: 2013 – Till Present Position Held: Principal Architect/ Team Leader</p> <ul style="list-style-type: none"> Involved in concept designing, detailing, preparation of working drawings, site visits, client dealing and coordinating with other services agencies Undertook regular monitoring field visits to understand the quality of implementation <p>Inputs involved in following Buildings:</p> <ul style="list-style-type: none"> Modern school , Jaipur, Status – Execution stage R A S Public School, Ghazipur, Uttar Pradesh Housing projects in Rajnagar Extension – Ghaziabad (UP)- Status-Execution Stage, Phase 1 Lecture Theater Complex- HIHT Campus near jolly Grant Airport, Dehradun, Uttaranchal Utility Building for HIHT Medical college, Dehradun Cairns Centre of Excellence, Jodhpur Redevelopment of Gurdwara Sis Ganj Sahib, Chandni chowk, Delhi Redevelopment of Gurdwara Nanak piao Complex, Delhi Development of Gurdwara at TDI City, Kundli, Haryana Ram Manohar lohia Park, Kanpur Redevelopment of Stretchy Hall, Aligarh Muslim University, Aligarh Extension of Dental College, Aligarh Muslim University, Aligarh Various Residential, Commercial, sports clubs, Hospitals, Commercial Interiors & competition projects of various scale

Anita Doshi



Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Dr. ...

2/11/2013

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	has been undertaken
	<p>Assignment Name: Fairwood Consultants Pvt. Ltd, Noida Location: Delhi Year: June 2010-Dec 2012 Position Held: DGM-Architecture Activities Performed:</p> <ul style="list-style-type: none"> Independently handled projects including designing, detailing, preparation of working drawings Involved in site visits, client dealing and coordinating with other services agencies <p>Inputs involved in following Buildings:</p> <ul style="list-style-type: none"> Blue Ridge Project, Hinjewadi, Pune (Township development & IT- SEZ, Residential, Commercial, school, Malls & Marina development on a 138 acres of site, Total cost of the project -3600 Crores) NTPC Housing , Uttaranchal (Township development on a 5 different sites measuring 90 acres of site, Total cost of the project -1600 Crores) Swarnjyoti Apartments, Sec-56, Gurgaon Various Sports club at Lucknow, Noida, Pune East Delhi Municipal corporation office building, Karkardooma, Delhi Redevelopment of Gurdwara Raqab Ganj sahib, New Delhi
	<p>Assignment Name: M/s Design Associates Inc., Noida Location: Delhi Year: June 2010 - Dec 2010 Position Held: DGM-Architecture Activities Performed:</p> <ul style="list-style-type: none"> Provided inputs in designing, detailing, preparation of working drawings, site visits, client dealing Coordinated with other services agencies <p>Inputs involved in following Buildings:</p> <ul style="list-style-type: none"> ESIC Medical College, Faridabad, Housing & staff quarters Block ESIC 100 bedded Hospital, Tirupati, ESIC Sub Regional Office, Chikalthana, Aurangabad ESIC medical College, Bangalore ESIC Hospital, Hyderabad ESIC hospital Kandivali, Mumbai ESIC hospital & medical college , Basai darapur, Delhi

Expert's contact information :

Email : ashokmishra35@gmail.com

Phone : 09871753361

Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Certification:

Paul

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I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Ashok Mishra

Ashok Mishra

15 – March -2017

Name of Expert	Signature	Date
Vivekanand Dasgupta	<i>Vivekanand</i>	15 – March -2017

Name of authorized Representative of the Consultant	Signature	Date

Ashok Mishra



[Signature]
16-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Bhat

24/8

CURRICULUM VITAE (CV) - EDUCATION EXPERT

Position Title and No.	4. Education Expert
Name of Expert:	Ravindra Kumar Mishra
Date of Birth:	16 th November 1964
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
MA in Labour and Social Welfare	Patna University	1993
Post Graduate Diploma in Rural Management and Welfare Administration	Patna University	1992

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
2016 to till date	Employing Organization: UNICEF Position: State Consultant	India	Activities performed: <ul style="list-style-type: none"> Undertaken regular monitoring field visits to understand the quality of implementation Provided technical support to SCERT, DIETs, CTE and IASEs in planning, budgeting and implementation of Teacher Education Scheme
2015-2016	Employing Organization: Humana People to People India Position: Senior Educationist	India	Activities performed: <ul style="list-style-type: none"> Planning and implementation of Necessary Teacher Training (NeTT) in DIETs Monitoring and support to DIETs where NeTT is operational
2012	Employing Organization: Save the Children Position: Technical Adviser-Education	India	Activities performed: <ul style="list-style-type: none"> Leading in facilitating reform action plans and their implementation and monitoring within SSA Conducting study and analysing the status of school education system in the state/s Technical input to government departments on issues related to quality management systems in elementary education
2008-2009	Employing Organization: American India Foundation Position: Senior Manager-Education	India	Activities performed: <ul style="list-style-type: none"> Monitoring (including designing and updating systems), maintaining close linkages with grant partners Significant contributions to strategy and planning. Establishing linkages with the government
1988	Employing Organization: Gandhian Institute of Studies	India	Activities performed: <ul style="list-style-type: none"> Preparation and testing of questionnaire for the research project - Problem of Labour



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Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
	Position: Research Associate		Absorption, Relations and Earnings: A Research Project on Agricultural Development in Eastern U.P

Membership in Professional Associations:	
Professional Associations	Details of Membership
National Resource Group for Alternative Schooling, constituted by GOI Special Invitee, Submission for deprived children, minority and planning and capacity building	Special Invitee
Web based forum of professionals in the field of education, called, Solutions Exchange – education community	Member
State Resource Group for Alternative Schooling, Uttar Pradesh	Member
EE Bureau, MHRD for suggesting improvement in DISE	Member
Review Mission on Mid-Day Meal Scheme to Uttar Pradesh	Member
RTE Compliance Committee, Alwar, Rajasthan	Member

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Good	Good	Good
Hindi	Good	Good	Good

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Will be responsible for generating Verification Reports Will be reviewing site plans Will be visiting institutions such as DIETs/ PTECs and other agreed institutes with BEIDC Review all the source documents provided by the client Review TNA documents prepared by the client Review TEMIS Verification of online forums (website and other sources) Review training curriculum Review End line Survey Report 	<p>Name of the Organization/Assignment : Teachers Education Programme, Location: Assam, Year:2016-till, Clients: UNICEFF</p> <p>Main Project Features: To envision a comprehensive model of teacher education and training</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Provide technical support to SCERT, DIETs, CTE and IASEs in planning, budgeting and implementation of Teacher Education Scheme. Undertake regular monitoring field visits to understand quality of implementation and provide feedback for corrective measures Provide support in organizing and conducting capacity building trainings for teacher educators of DIETs and academic faculty Provide technical support to State Resource Group on Inclusive Education Document case studies and compile reports of capacity building programs

Anurag Datta

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Bhat

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> • Site visits to schools and institutions • Review of Quality Monitoring Tool • Review Updates on websites with respect to content • Review of source documents from ERP system • Review of procurement complaint handling system • Report differences in certificates released by A&E 	<p>Name of the Organization/Assignment: Humana People to People India, Location: Senior Educationist, Year:2015-2016, Clients: New Delhi</p> <p>Main Project Features: Training, motivation and feedback with goal of pre service teacher development</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Planning and implementation of Necessary Teacher Training(NeTT) in DIETs • Liaise with state and central government for NeTT • Monitoring and support to DIETs where NeTT is operational
	<p>Name of the Organization/Assignment : UNESCO Cluster Office, Location: New Delhi, Year:2013, Clients: UNESCO</p> <p>Main Project Features: Achieve Global Education 2030 Agenda through Sustainable Development Goal 4</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Providing Technical Support • Analysis of data and information, Study and writing technical papers on Secondary Education. • Reviewing existing policies, laws / programmes and practices in relation to their compliance with the treaties / international instruments relating to child education
	<p>Name of the Assignment : Mid Day Meal Scheme, Location: New Delhi, Year:209-2012, Clients: Ed.CIL's National Support Group</p> <p>Main Project Features: With a view to enhancing enrolment, retention and attendance of children</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Planning and Appraisal of AWP&B, Monitoring of Implementation of Mid Day Meal Scheme, a flagship programme of GOI, Capacity Building of MDM officials at different levels for Universalization of Elementary Education.
	<p>Name of the Assignment : American India Foundation, Location: New Delhi, Year:2008, Clients: American India Foundation</p> <p>Main Project Features: To provide educational support to children affected by seasonal and distressed migration</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Developing the proposal with the partner, making field visits and speaking to various stakeholders to ensure that this partnership will be mutually beneficial, agreeing on the monitoring and reporting procedures and writing up the formal MOU that articulates these agreements • Monitoring (including designing and updating systems), maintaining close linkages with grant partners
	<p>Name of the Assignment : Bihar Education Project, Location: Bihar, Year:1998-2002, Clients: World Bank</p>



Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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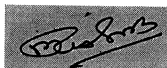
Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	Main Project Features: To achieve Universal Elementary Education (UEE) in the State of Bihar Activities Performed: <ul style="list-style-type: none"> • Planning and implementation of District Primary Education Programme • Planning and implementation of Sarva Shiksha Abhiyan a programme of GOI for universalization of elementary education at the district level • Planning, implementation and monitoring of in service teachers training programme • Facilitating Vidyalaya Shiksha Samiti members for development of school/s

Expert's contact information :	Email : rkmishrajee@gmail.com/ ravindrarkmishra@rediffmail.com
	Phone : 08473052472/ 08004910616

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Ravindra Kumar Mishra

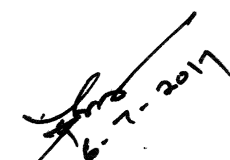


02 – March -2017

Name of Expert	Signature	Date
Vivekanand Dasgupta	Vivekanand	02 – March -2017

Name of authorized Representative of the Consultant	Signature	Date





 Chief Consultant (Technical)
 Bihar State Educational Infrastructure
 Development Corporation Ltd., Patna

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CURRICULUM VITAE (CV) - EDUCATION EXPERT

Position Title and No.	4. Education Expert
Name of Expert:	Suresh Chandra Mehta
Date of Birth:	10 th March 1946
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
Ph.D. "Study of non-formal education of the age group 9-14 in Bihar (Its present status, problems and possibilities)"	Visva-Bharati University, Santiniketan, West Bengal	1999
M.Ed.	Visva-Bharati University, Santiniketan, West Bengal	1984
B. Tech. Ed (Four Years Teacher Education Course in Technology)	Regional College of Education, Ajmer (Rajasthan) – a constituent unit of NCERT	1967

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
April 2015 - April 2016	Employing organization: British Council (Education), ADB Project: Supporting Human Capital Development in Meghalaya Position: Independent Consultant (Teacher Training and Secondary Education Curriculum & Learning Materials Development Expert)	India	Activities performed: <ul style="list-style-type: none"> Facilitated capacity building sessions for the Government of Meghalaya's PIU and DPIU Developed suggestive curriculum for teachers' trainings Conducted needs assessment study of the Directorate of Educational Research and Training (DERT)
April 2012 - April 2015	Employing organization: (Not on regular appointment) Provided academic support to various Universities/Organization s/NGOs Position: Freelance Consultant	India	Activities performed: <ul style="list-style-type: none"> Resource Person in 5 Regional Workshops, organized by NCERT in the area of monitoring and special training under RTE Involved in assessment and accreditation of CBSE recognized schools. Worked on 'monitoring of various quality indicators under SSA-RTE'
May 2005 - March 2012	Employing organization: NCERT, New Delhi Position: Sr. Consultant (SSA-RTE) (Evaluation & Monitoring)	India	Activities performed: <ul style="list-style-type: none"> Continuous monitoring for effective implementation of Quality Monitoring Tools (QMTs) in the country for assuring quality in elementary education.



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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
September 2003 – May 2005	Employing organization: (Not on regular appointment) Provided academic support to various Organizations/NGOs. Position: Freelance Consultant	India	Activities performed: <ul style="list-style-type: none"> Assisted Vikas Bharati, Ranchi, Jharkhand in developing bridge course, training module, evaluation performas, vision paper, etc for mainstreaming out-of-school children
September 2000 – September 2003	Employing organization: National Council for Teacher Education (NCTE) (ERC, Bhubaneswar & WRC, Bhopal) Position: Research Officer	India	Activities performed: <ul style="list-style-type: none"> Monitoring and analysis of performance appraisal reports of teacher training institutions Organized ICT camps for Principals of teacher training institutions Analysis of data of teacher training institutions and placing it in the regional committee meetings
26.12.1995 to 26.08.2000	Employing organization: Bihar Education Project Council Position: <ul style="list-style-type: none"> State Programme Officer (Alternative Schooling) District Programme Coordinator (Rohtas, Sitamarhi and Darbhanga districts of Bihar) 	India	Activities performed: <ul style="list-style-type: none"> Developed programme of alternative schooling for the State of Bihar for mainstreaming out-of-school children in regular schools Guided in the development of curriculum for alternative schooling programme

Membership in Professional Associations:	
Professional Associations	Details of Membership
Association for Social Engineering, Research & Training (ASSERT), Patna, Bihar. Since 1996	Life Member
Indian Adult Education Association (IAEA), Delhi. Since 1978	Life Member
Indian Science Congress Association (ISCA), Kolkata. Since 1985	Life Member
Commonwealth Association for the Education and Training of Adults (CAETA), U.K. (1987-91)	Founding Member

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
Hindi (mother tongue)	Excellent	Excellent	Excellent

Adequacy for the Assignment:

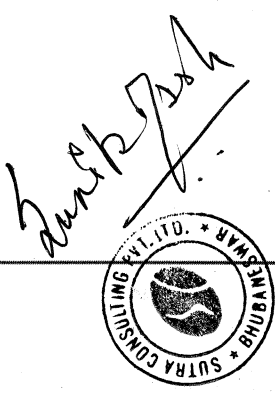
Sumit Jais

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Will be responsible for generating Verification Reports Will be reviewing site plans Will be visiting institutions such as DIETs/ PTECs and other agreed institutes with BEIDC Review all the source documents provided by the client Review TNA documents prepared by the client Review TEMIS Verification of online forums (website and other sources) Review training curriculum Review End line Survey Report Site visits to schools and institutions Review of Quality Monitoring Tool Review Updates on websites with respect to content Review of source documents from ERP system Review of procurement complaint handling system Report differences in certificates released by A&E 	<p>Assignment Name: ADB Project: Supporting Human Capital Development, Location: Meghalaya, Year: 2015 - 2016 Client: British Council Main Project Features: Provide information and communication technology for more effective teaching and learning, updating teacher training programs in DERT through its needs analysis. Activities Performed:</p> <ul style="list-style-type: none"> Formulated a paper on ICT for its integration in the secondary and higher secondary schools of the State. Conducted needs assessment study of the Directorate of Educational Research and Training (DERT), Meghalaya for its further strengthening and professional development of its faculty with regard to updating and upgrading its teacher training programs and course materials. Administered relevant Schedules and conducted Focus Group Discussion (FGD) with DERT faculty.
	<p>Assignment Name: Freelance Consultant, Location: Delhi, Year: 2012 – 2015, Client: NCERT, NIOS, DIETs of Delhi, Universities, Mott McDonald Main Project Features: Need-based academic support to organizations Activities Performed:</p> <ul style="list-style-type: none"> Associated with Mott MacDonald in 'Peer Assessors Team' (PAT) for assessment and accreditation of CBSE recognized schools. Trained faculty and research associates of three Universities on 'monitoring of various quality indicators under SSA-RTE
	<p>Assignment Name: Sarva Shiksha Abhiyan (SSA-RTE), Location: Delhi, Year: 2005 - 2012, Client: NCERT Main Project Features: Quality Education to children is an important goal, the educational input process needs to be monitored regularly for ensuring quality outcomes. Activities Performed:</p> <ul style="list-style-type: none"> Strengthening monitoring mechanisms for quality enhancement, sharing of successful monitoring experiences and capacity building of functionaries. Continuous monitoring was done in all states and UTs of the country through implementation of Quality Monitoring Tools (QMTs). The state level data was analyzed theme-wise and suggestions were provided to the states.
	<p>Assignment Name: Processing of recognition applications for Teacher Training Institutions, Location: Bhubaneswar and Bhopal Year: S2000 – 2003, Client: National Council of Teacher Education (NCTE) Main Project Features: Ensuring quality in Teacher Training</p>

Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	Activities Performed: <ul style="list-style-type: none"> Monitoring and analysis of performance appraisal reports of teacher training institutions Organization of ICT camps for teacher training institutions

Expert's contact information :	Email : mehta_sc81@yahoo.co.in
	Phone : 8467040867

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Suresh Chandra Mehta

Suresh Chandra Mehta

21 February 2017

Name of Expert	Signature	Date
Vivekanand Dasgupta	<i>Vivekanand</i>	02 – March -2017

Name of authorized Representative of the Consultant	Signature	Date
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Sunil Dasg



[Signature]
8-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna
[Signature]

CURRICULUM VITAE (CV) - EDUCATION EXPERT

Position Title and No.	4. Education Expert
Name of Expert:	Smruti Ranjan Jena
Date of Birth:	4 th July 1968
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
P.G. Diploma in Journalism	Bharatiya Vidya Bhawan, Delhi	2005-2006
M. Phil (Linguistics)	University of Delhi	2001-2003
M.A. (Linguistics)	Berhampur University	1987-1989

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
June 2012 – March 2016	Employing organization: Ignus ERG Education Resource Pvt. Ltd. Position: Regional Coordinator (East) (Consultant)	India	Activities performed: <ul style="list-style-type: none"> Monitor projects of IgnusERG Develop a Mother Tongue based Multilingual Curriculum for Early Childhood Education with sample for four tribal languages
September 2009- May 2012	Employing organization: Bernard van Leer Foundation, The Hague, Netherlands Position: Program Manager (India)	India	Activities performed: <ul style="list-style-type: none"> Provided technical support to Ullash Program Board in formulating and implementing program policies and strategies Facilitate training for quality preschool education process
August 2004 – September 2009	Employing organization: Azim Premji Foundation, Bangalore Position: State Coordinator and Regional Content Lead (Odisha)	India	Activities performed: <ul style="list-style-type: none"> Coordinate between Foundation and State Government on Computer Aided Learning Program Facilitate and coordinate the state team of Foundation. Identify scope in different subjects
April 2001- August 2004	Employing organization: CARE – India Position: Senior Consultant to Girls Primary Education Sector	India	Activities performed: <ul style="list-style-type: none"> Strengthen the DPEP interventions to improving quality of education Evolve alternative local specific strategies and building capacity of DPEP and Education Department functionaries of the district for effective implementation

Smruti Ranjan Jena
Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
July 1999 - March 2001	Employing organization: Centre for Education Management & Development (CEMD), New Delhi Position: Senior Program Officer	India	Activities performed: <ul style="list-style-type: none"> Plan interventions for quality education in schools, with educational implementers of Delhi Government Education System Conduct action researches to know the status and consequently scale up our interventions as per the need and requirement
January 1994 - March 1995	Employing organization: British Council Division, New Delhi Position: Research Associate	India	Activities performed: <ul style="list-style-type: none"> Collect data and information from different source through questionnaire, interview and community interaction. Code, tabulate and analyze the data. Interpret the data and writing the report

Membership in Professional Associations:	
Professional Associations	Details of Membership
Language and Linguistics, University of California	Life Member
Association for Anthropological Linguistics	Member

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Will be responsible for generating Verification Reports Will be reviewing site plans Will be visiting institutions such as DIETs/ PTECs and other agreed institutes with BEIDC Review all the source documents provided by the client Review TNA documents prepared by the client Review TEMIS Verification of online forums (website and other sources) 	<p>Assignment Name: Study on "Improving learning outcomes of children at Elementary Level", Location: Bolangir, Odisha, Year: 2015, Client: Patang supported by Sir Dorabji Tata Trust, Mumbai.</p> <p>Main Project Features: Identify the learning levels of children in our centers and strategize our learning session plans accordingly.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Design the research Study, develop the tool Train the fellow researchers/research associates Coordinate the study Analyse data and prepare the report

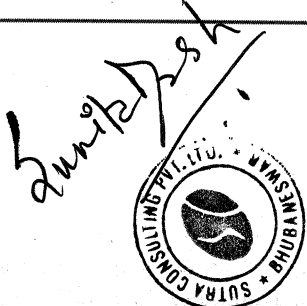
Sumit Joshi



Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Review training curriculum Review End line Survey Report Site visits to schools and institutions Review of Quality Monitoring Tool Review Updates on websites with respect to content Review of source documents from ERP system Review of procurement complaint handling system Report differences in certificates released by A&E 	<p>Assignment Name: "Independent Impact Evaluation of the Odisha Girls Initiative Program (OGIP)", Location: Odisha Year: 2013 – 2014, Client: Sutra Consulting Pvt. Ltd.</p> <p>Main Project Features: To assess the impact of OGIP model by gathering evidence of the participation of SC and ST girls and boys in secondary education in Odisha.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Prepared indicators and tools related to Learning Hub. Prepared of analysis formats for data related to Learning Hub component Consultation, meeting with client, other researchers and presentation / dissemination workshops on qualitative findings in workshops as per need Report on Learning Hub as an output of the quantitative and qualitative research
	<p>Assignment Name: Assessment of Available Facilities for Primary and Upper Primary Education in Tribal Areas of Odisha, Location: Odisha, Year: 2013 – 2014, Client: National University of Education Planning and Administration, Delhi through Sikshasandhan, Odisha</p> <p>Main Project Features: Assess the availability of facilities provided for education for tribal children.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Train the fellow researchers/research associates Coordinate the study Analyse data and prepare the report
	<p>Assignment Name: Factors Affecting Teacher Motivation at Elementary Level, Location: Chhattisgarh, Year: 2013-2014</p> <p>Client: GIZ International Services</p> <p>Main Project Features: Examine the factors affecting and influencing teacher motivation at elementary school level.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Design the research Study, Develop the tool Coordinate with government department, SCERT and GIZ team Train the fellow researchers/research associates Analyse data and prepare the report
	<p>Assignment Name: "Impact of Super Cyclone and plan for its remedy (1999) on Primary Education in Odisha.", Location: Odisha, Year: 2000, Client: DFID</p> <p>Main Project Feature: Analyze the impact of Super Cyclone on Primary Education of the state.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Design the research Study Develop the tool and coordinate the study Analyse data and prepare the report

Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p>Assignment Name: Evaluation of "State Programme for Elementary Education Development (SPEED)", Location: Bihar Year: 2000, Client: Unicef, Bihar Main Project Features: Improving Quality of Elementary Education and intended to map the impact and success. Activities Performed:</p> <ul style="list-style-type: none"> Coordinate with government department and Unicef Develop the tools, analyse data and prepare the report

Expert's contact information :	Email : jena.smruti@gmail.com / s_rjena@yahoo.co.in
	Phone : 0 - 943 710 8062 / 985 347 8162 (Mobile)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Smruti Ranjan Jena

Smruti Ranjan Jena

Name of Expert	Signature	Date
Vivekanand Dasgupta	<i>Vivekanand</i>	02 - March -2017
Name of authorized Representative of the Consultant	Signature	Date
	<i>Smruti Ranjan Jena</i>	02 - March -2017



6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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CURRICULUM VITAE (CV) – EDUCATION EXPERT

Position Title and No.	4. Education Expert
Name of Expert:	Jaydeep Kar
Date of Birth:	July 14, 1971
Country of Citizenship/Residence:	India

Education:		
Degree / Diploma	College / University	Year
Master in Development Practice	XISS, Ranchi	1997
B Com	RU, Ranchi, Jharkhand	1994

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of Activities Performed relevant to the assignment
Dec. 2013 Till April 2015	Employing Organization: Indus Integrated Information Management Ltd Position: Head Strategic Projects (Bihar)	India	Activities Performed: <ul style="list-style-type: none"> Sphere heading the Skill Training projects in Bihar with a core responsibility of project management, monitoring and evaluation Liaison with government department Lead a team 115 staff members including Skill Instructors and project execution team members.
Jul. 2015 to Nov. 2015	Employing Organization: CEDPA Position: State Program Coordinator (Bihar)	India	Activities Performed: <ul style="list-style-type: none"> Project management for SCERT (Bihar) including training for Government School Teachers in Adolescence Education. Developed content for Adolescence Education.
Nov. 2007 till Nov. 2008	Employing organization: CEDPA Position: Program Officer (Jharkhand)	India	Activities Performed: <ul style="list-style-type: none"> Responsible for project execution and management in one region of Jharkhand state with 6 districts. Organized training of the school teaches and imparted training under UDAAN project.
Aug. 2005 Till Oct. 2007	Employing organization: UNICEF Position: Social Mobilization Coordinator (Bihar)	India	Activities Performed: <ul style="list-style-type: none"> Managed the social mobilization project wherein my responsibility was to manage a team of block coordinators and ensure that there is maximum coverage of children during the immunization days both regular and under camp modes.



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of Activities Performed relevant to the assignment
			<ul style="list-style-type: none"> Monitored the immunization activity
Dec. 2001 Till July 2005	Employing organization: Integrated Development Foundation Position: Team Leader (Bihar)	India	Activities Performed: <ul style="list-style-type: none"> Executed and managed World Bank SWASHAKTI project in Muzaffarpur district of Bihar. Liaison with government Organized income generation skill training for the Self Help Group members.

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Good	Good	Good
Hindi	Good	Good	Good
Bengali	Good	Good	Fair

Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Will be responsible for generating Verification Reports Will be reviewing site plans Will be visiting institutions such as DIETs/ PTECs and other agreed institutes with BEIDC Review all the source documents provided by the client Review TNA documents prepared by the client Review TEMIS Verification of online forums (website and other sources) Review training curriculum Review End line Survey Report Site visits to schools and institutions Review of Quality Monitoring Tool 	Client: Centum Learning Ltd. , Year: 2015-2016 Activities Performed: <ul style="list-style-type: none"> Sphere heading the Bihar operations and provide strategic direction to the execution skill training projects. Managing a team of around 455 professionals including the operation team and battery of Skill Instructors Contribute in the staff recruitment process and support in building their capacity through regular hand holding support and hone their skills according to the set benchmark. Liaison, networking and relationship building with government, non-government agencies and institutions.
	Client: Head Strategic Projects – IIIM Ltd. , Year: 2015-2016 Activities Performed: <ul style="list-style-type: none"> Sphere heading the execution of skill training projects in Bihar Managed the Facility Management Service Project at (BBOSE - Bihar Board of Open Schooling and Examination) Contributed in identifying new business opportunities Contributed in the staff recruitment process for, build their capacity through regular hand holding support and hone their skills according to the set benchmark Liaison, networking and relationship building with government, non-government agencies and institutions Contribute in negotiation and identification for finalization of knowledge partners to ensure industry certification for the

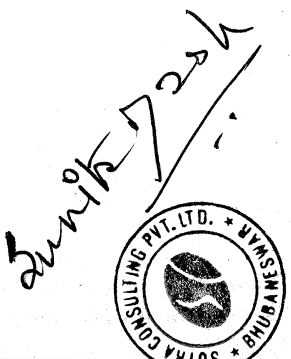
Sumit Singh



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Review Updates on websites with respect to content Review of source documents from ERP system Review of procurement complaint handling system Report differences in certificates released by A&E 	<p>beneficiaries</p>
	<p>Client: CEPDA (Bihar Office) , Year: 2008-2013</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Provide strategic leadership for the growth and strengthening of CEDPA India programs in Bihar Ensure quality of CEDPA India's Bihar programs to guarantee that they are of the best possible caliber Monitoring frameworks, to report writing all products meet quality benchmarks Ensure that all projects in Bihar fulfill their program objectives effectively and in a timely manner and ensure that monitoring and evaluation requirements are met. Building capacity through regular hand holding support to hone their skills according to set benchmark and enable them to handle assigned responsibilities independently Undertake state level liaison, networking and relationship building with the government and non-government agencies and institutions and represent CEDPA as necessary and during CEDPA events in the state Undertake travel to the partner intervention area for mentoring and to provide hands on skill enhancing inputs for effective implementation Address all program and policy level issues in the state and bring to the notice of the management the policy issues that have a bearing on the organization Promote publication and dissemination of CEDPA India's framework and document program experiences for organizational learning, visibility and resource generation.
	<p>Client: CEPDA , Year: 2007-2008</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Managing activities of a region consisting of 6 districts in implementing Adolescence Education Program AEP/Life Skill education in government schools of Jharkhand Liaise with officials from department of education both at state and district level Contribute in developing of training modules and tools for training of government school teachers Monitoring the ongoing interventions in around 360 government schools Work in close coordination with the district education officer (DEO) and the Nodal officer at district level deputed by the

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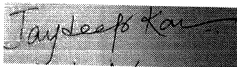
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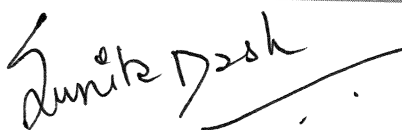
Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p>department</p> <ul style="list-style-type: none"> • Train government teachers and as Master trainers and Nodal Teachers • Contribute in developing of IEC materials for reiteration of life skill knowledge among students
	<p>Client: UNICEF, Bihar , Year: 2005-2007</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Planning and Organizing mass awareness campaigns at different block and district level • Ensure regular meetings of District Task Force • Support and monitor the district level immunization activity with special focus on the polio eradication program • Ensuring regular timely reporting to UNICEF state office • Ensure proper documentation of activities and best practices for further replication in other districts • Managing a team of block level staff • Capacity building of the health providers

Expert's contact information :	Email : jaydeepkar@gmail.com
	Phone : +91-7091499577

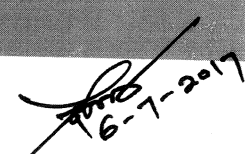
Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Jaydeep Kar		February 2 nd , 2017
Name of Expert	Signature	Date
Vivekanand Dasgupta	Vivekanand	02 – March -2017
Name of authorized Representative of the Consultant	Signature	Date






Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna





CURRICULUM VITAE (CV) – ICT EXPERT

Position Title and No.	5. ICT Expert
Name of Expert:	Atanu Garai
Date of Birth:	6 th October 1976
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
Executive Master in eGovernance	Ecole Polytechnique Federale de Lausanne	2009
Master of Computer Applications	Indira Gandhi National Open University	2016 (pending)

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
2016 to till date	Employing Organization: Social Well Technologies Pvt Ltd. Position: CEO	India	Activities performed: <ul style="list-style-type: none"> Designed and implemented MIS to track child health in Bihar Designed and implemented integrated web, MIS, mobile, and desktop application framework in Rwanda and India Developed crowd-training module for imparting rural citizens on skills (in progress) Landscaping study on use of ICTs in gender based violence
2011-2016	Employing Organization: IPE Global Limited Position: Information System Design Specialist, DFID Supported Odisha Modernising Economy, Governance, and	India	Activities performed: <ul style="list-style-type: none"> Review of various ETL, data mining, analysis (OLAP), data warehousing frameworks Design, development, and implementation of mobile payment solution in Odisha to disburse wages to workers engaged in Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)
2010-11	Employing Organization: Srijan Technologies Pvt. Ltd Position: Chief Consultant	India	Activities performed: <ul style="list-style-type: none"> Project identifications and bid development for several clients Development of user requirements specification and systems requirements specification (World Bank)

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Signature

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
2010-11	Employing Organization: Arohee Institute of Health & Medical Sciences Position: Project In-charge	India	Activities performed: <ul style="list-style-type: none"> Led the – Information needs, access and utilization among the rural healthcare providers in Orissa: An assessment for action.
2009-2009	Employing Organization: Abt Associates Inc. Position: Principal Investigator – ICT in RMNCHN	India	Activities performed: <ul style="list-style-type: none"> Led research project for strategy development for using ICT in improving service delivery and demand generation through behavior change communication Conducted systematic review of scholarly and grey literature using meta-analysis standards and ranked the literature using guidelines Conducted consultation Potential of ICTs in Improving RMNCHN Outcomes in Rural Uttar Pradesh Evaluated tools, software and databases to conform their functionalities, appropriateness and usage according to project literature Synthesized data collected through literature review, expert consultation and interviews to produce report entitled Potential of ICT in improving RMNCHN outcomes in rural Uttar Pradesh
2004-2006	Employing Organization: One World International Foundation Position: Knowledge Coordinator – eGovernance	India	Activities performed: <ul style="list-style-type: none"> Led policy advocacy efforts for promoting uses of ICT in National Alliance for Mission 2007 Co-authored the book Taking ICT to every Indian village: Opportunities and challenges from research on ICT for rural development

Membership in Professional Associations:	
Professional Associations	Details of Membership
Computer Society of India	Life Member

Language skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	Writing
English	Expert	Expert	Expert

Chief Consultant (Technical)

Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Hindi	Good	Good	Good
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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Review usage of ICT in face-to-face education and ODL teacher education programmes Review online systems used to support e-learning Review usage of ICT to support teaching and learning in learning centers Review Teacher management information systems and teacher performance assessment Review management systems design and implementation (including review technical architecture, of functionality of online ERP systems, hosting arrangements, and quality of data capture/analysis processes) ICT Infrastructure (assessing both availability and functionality of procured ICT infrastructure in identified learning centres) 	<p>Name of the Organization/Assignment: IPE Global/ Odisha Modernizing Economy Governance, and Administration program (OMEGA), Location: Odisha, Year:2011-2016 Clients: Government of Odisha/ DFID Position Held: Information System and Design Specialist Main Project Features: To design a Department-wide dashboard and MIS application to represent sectoral and scheme-wise performance Activities Performed:</p> <ul style="list-style-type: none"> Study of data fields and reports requirements by the users at state, district, block, and panchayat levels, analyzing duplicate, redundant, and necessary data fields to develop a common data collection and collation method Review of various ETL, data mining, analysis (OLAP), data warehousing frameworks available in open source and proprietary software options and selection of Pentaho as the application framework
	<p>Name of the Organization/Assignment: IPE Global/ Odisha Modernising Economy Governance, and Administration program (OMEGA), Location: Odisha, Year:2011-2016 Clients: Government of Odisha/ DFID Position Held: Information System and Design Specialist Main Project Features: Design, development and implement of fund tracking application MASTERS in PHP and MySQL Activities Performed:</p> <ul style="list-style-type: none"> System analysis and design of MASTERS Branding and titling of MASTERS (Monthly Assessment of Funds Transfer, Expenditure, and Receipt System), launched by Panchayati Raj Minister on 8 April 2013 Implementation support in collection and online entry of opening balance in MASTERS
	<p>Name of the Organization/Assignment: IPE Global/ Odisha Modernising Economy Governance, and Administration program (OMEGA), Location: Odisha, Year:2011-2016, Clients: Department of Panchayati Raj, Government of Odisha/ DFID/ Position Held: Information System and Design Specialist Main Project Features: Design, development, and implementation of Odisha Central Audit Management Portal' (ocamp.ipe technologies.com) Activities Performed:</p> <ul style="list-style-type: none"> Prepared user and software requirement specifications for consultation by various stakeholders. Developed OCAMP application consisting of several modules – user management, data entry and audit

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Chief Consultant (Technical)

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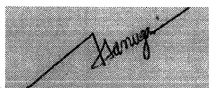
Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p>observations, audit paragraph, compliance, vetting, and Triangular Committee Meeting.</p> <ul style="list-style-type: none"> Introduced several innovations in the audit process. For example, it sends SMS and email alerts and reminders for all key events. Provided access to supervising offices like Department and Directors to vet the compliance furnished by subordinate offices before submitting to AGO. <p>Name of the Organization/ Assignment: Abt Associates Inc/ Ananya Project with Gates Foundation, Location: New Delhi, Year: 2013-2016, Clients: Bill and Melinda Gates Foundation and Government of Bihar, Position Held: ICT Advisor</p> <p>Main Project Features: To assist the promotion and subscriber management of mobile BCC interventions.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Undertook field research using FGD and interviews for needs assessment and development of BCC messages Developed system design of CRM application for managing and making calls.

Expert's contact information :	Email : atanu.garai@gmail.com
	Phone : 9776183915

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

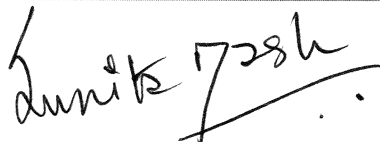
Atanu Garai



15 – March -2017

Name of Expert	Signature	Date
Vivekanand Dasgupta	Vivekanand	15 – March -2017

Name of authorized Representative of the Consultant	Signature	Date
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Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna



24/3

CURRICULUM VITAE (CV) – ICT EXPERT

Position Title and No.	ICT Expert
Name of Expert:	Arunabh Gunjan
Date of Birth:	10 th Oct 1975
Country of Citizenship/Residence	Indian

Education:		
Degree / Diploma	College / University	Year
MPG (Master Programme in Government)	Maharashtra Institute of Technology Pune, Maharashtra	2006
PGDCA	CITI, Pune	1997
B.Sc	BNMU University, Bihar	1995

Employment Record Relevant to the Assignment:			
Period	Employing Organization and Title/Position. Contact information for references	Country	Summary of activities performed relevant to the assignment
November 2015- till now	Employing organization: Jan Prerna Gramin Vikas Samiti (JPGVS) Position: State Project Head	India	Activities performed: VEDANDTA Foundation and Bihar Education Project Council- E- Shiksha Project@1000 Govt. Middle Schools in Bihar. Provide teachers training from all schools level to operate handle and run this programme with students very smoothly.
June 2011- Oct- 2015	Employing organization: Educomp Solution Ltd. Position: Business Development Manager- cum- State Project Manager	India	Activities performed: Workout on convergent 25 districts and 600@ ICT +2 schools of Bihar and 187 KGBV in Jharkand to fulfill the all desired objectives as survey and analysis, complete Implementation on a concurrent basis is to promote and support the process of implementation.
Nov 2007 to January 2011	Employing organization: UNICEF Position: Education Consultant	India	Activities performed: Provide support to the programme of the UNICEF patna office for technical oversight on the planning, monitoring and implementation of the programme activities in the select districts.

Language Skills (Indicate only languages in which you can work):			
Language Skills	Speaking	Reading	
English	Good	Good	Good
Hindi	Good	Good	Good

Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
<ul style="list-style-type: none"> Review usage of ICT in face-to-face education and ODL teacher education programmes Review online systems used to support e-learning Review usage of ICT to support teaching and learning in learning centers Review Teacher management information systems and teacher performance assessment Review management systems design and implementation (including review technical architecture, of functionality of online ERP systems, hosting arrangements, and quality of data capture/analysis processes) ICT Infrastructure (assessing both availability and functionality of procured ICT infrastructure in identified learning centres) 	<p>Assignment Name: Implementation of E-Siksha Project in 1000 Govt. Middle School of 38 Districts of Bihar with Bihar Education Project Council and Vedanta Foundation.</p> <p>Location: Bihar, Year: November 2015 to till now</p> <p>Client: Bihar Education Project Council and Vedanta Foundation</p> <p>Main Project Features: Vedanta Foundation to implement Vedanta E-Shiksha @Schools, Vedanta Foundation is a non-governmental organization, engaged inter alia, in the field of improving the quality of education imparted in Government run schools and also implements various other social activities.</p> <p>Position Held: State Head</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Transforming Education through Picco Projector and Multimedia Content and target of 1000 schools of all districts and Blocks. Provide teachers training from all schools level to operate handle and run this programme with students very smoothly. Deliver ongoing monthly training and guide the teaching staff to deliver the lessons in the schools according to the agreed plan, schedule and methodology. Guide and supervise the teaching staff as per the project plan. Observe and monitor the performance of the teaching staff during field visits and provide constructive feedback. Assist in the conduct of periodic assessments of the proficiency levels of students and teaching staff in project schools. Submit reports regularly to the Vedanta Foundation Reporting Manager in the agreed templates. Project management and implementation of Skill Training Program. Monitor the training partners and mentor their operations. Financial schedules and utilization verification. Reporting on training progress and bring best practices to the common forum for discussion and replication. Leading two resource centers each-earmarking various sectors in the state. Arrangement of documents and status report generation of respective partners. Media handling, communication for development (quarterly journal/magazines) and campaigns. Support in policy framing, reporting of best practices from ground. Conducting field visits and support in evaluation studies. Gap finding in course curriculum and Multimedia content, operations and delivery systems, apprise coordinators. Conduct and support in training, workshops and other events.

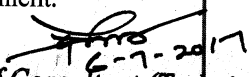


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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<ul style="list-style-type: none"> Coordination & reporting with State administration and VF. Administrative controlling of allotted zone & reporting to VF. <p>Assignment Name: 600@ict +2 schools in Bihar state to implement and run the project for three Years Location: Bihar, Year: 2010-2013, Client: Beltron Main Project Features: To implement and run ICT project in 600 Govt. Schools Position Held: Business Development Manager- cum- State Project Manager Activities Performed:</p> <ul style="list-style-type: none"> Workout on convergent 25 districts and 600@ ict +2 schools of Bihar and 187 KGBV in Jharkand to fulfill the all desired objectives as survey and analysis, complete Implementation on a concurrent basis is to promote and support the process of implementation. Identify teachers and provide computer education training from all project schools. The SLO analysis the data and make it available in use friendly forms periodically to districts, regional and state level leaders. Regular interaction with the state Education Departments and IT departments including the nodal agencies and state NIC office. Significant experience with Govt. officials, strong interpersonal skills and the ability to effective represent the organization at state and local level. Leading a sales team of more than 8 people for generating revenue through Govt tenders on ICT@School Scheme, SSA/CAL, PSU, and Technical & Higher Education. Regular interaction with the State Education Departments and IT Departments including the nodal agencies and State NIC officials. To insure timely release of the invoices and regular update from the project team on the payment collection. Deeply focus on site preparation, Acceptance test, Implementation and operations in schools. Interaction with Local and centralized vendors, customers either government body or private. Reporting to Vice President, India
	<p>Assignment Name: Monitor Quality Education in Govt. Schools Location: Bihar, Year: 2007- 2011, Client: UNICEF Main Project Features: To support (Technical), planning and monitoring the programmes designed by Bihar Government. Position Held: Education Consultant Activities Performed:</p> <ul style="list-style-type: none"> Provide support to the programme of the UNICEF, Bihar State Educational Infrastructure Development Corporation Ltd., Patna


Chief Consultant (Technical)
 Bihar State Educational Infrastructure
 Development Corporation Ltd., Patna





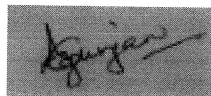
Adequacy for the Assignment:	
Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
	<p>office for technical oversight on the planning, monitoring and implementation of the programme activities in the select districts.</p> <ul style="list-style-type: none"> • Providing technical assistance on the development of participatory methodologies, training modules and tools as well as communication materials for Quality Education Programme. • Overseeing the capacity building work being done by programme partners in the states and ensuring the quality of such capacity building work. • Providing technical assistance to the development and implementation of programme monitoring and evaluation systems. • Monitor and support the programme of KGBV. • Ensure training programmes to CRPs, BRPs, District Level Programme officers on RTE, CCE & also D.ED. • Support in conducting surveys and studies including quality mapping, CRC tools, Cohort study & Learning Achievement surveys. • Organise Seminar on RTE at different designed districts with government officials, education officers, BRPs and CRCs.

Expert's contact information :	Email : arunabh.gunjan1@gmail.com
	Phone : 9135676745/8409833075

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Arunabh Gunjan



15 – March -2017

Name of Expert	Signature	Date
Vivekanand Dasgupta	Vivekanand	15 – March -2017
Name of authorized Representative of the Consultant	Signature	Date



Sumit Doshi

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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APPENDIX C – BREAKDOWN OF CONTRACT PRICE

FORM FIN-3 BREAKDOWN OF REMUNERATION						
NAME OF THE AGENCY		Sutra Consulting Pvt Ltd				
ADDRESS OF THE AGENCY		N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha				
CONTACT NO. AND EMAIL ID OF THE DIRECTOR		Alok Acharya, Contact No: +919437024862 Email: alok.acharya@sutraconsulting.com				
A. Remuneration						
No.	Name	Position (as in TECH-6)	Month	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	{Currency USD as in FIN-2}
K-1	Pallav Kumar	Team Leader	HOME	1500	16	24000
			FIELD	2924	20	58480
K-2	Dhananjay Kumar	Civil Engineer	HOME	1875	16	30000
			FIELD	2250	20	45000
K-3	Ashok Mishra	Architect	HOME	1170	16	18720
			FIELD	1950	20	39000
K-4	Ravindra Kumar Mishra	Education Expert	HOME	1050	16	16800
			FIELD	1755	20	35100



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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FORM FIN-3 BREAKDOWN OF REMUNERATION										
NAME OF THE AGENCY		Sutra Consulting Pvt Ltd								
ADDRESS OF THE AGENCY		N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha								
CONTACT NO. AND EMAIL ID OF THE DIRECTOR		Alok Acharya, Contact No: +919437024862 Email:alok.acharya@sutraconsulting.com								
A. Remuneration										
K-5	Smruti Ranjan Jena	Education Expert	HOME	1050	16	16800	FIELD	1755	20	35100
K-6	Suresh Chandra Mehta	Education Expert	HOME	1050	16	16800	FIELD	1755	20	35100
K-7	Jaydeep Kar	Education Expert	HOME	1050	16	16800	FIELD	1755	20	35100
K-8	Atanu Garai	ICT Expert	HOME	1125	15	16875	FIELD	1875	20	37500
K-9	Arunabh Gunjan	ICT Expert	HOME	1125	15	16875	FIELD	1875	20	37500
	Non-Key Experts				322					
	To be Deployed	Community Expert	HOME	480	1	480	FIELD	780	2	1560

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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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FORM FIN-3 BREAKDOWN OF REMUNERATION									
NAME OF THE AGENCY			Sutra Consulting Pvt Ltd						
ADDRESS OF THE AGENCY			N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha						
CONTACT NO. AND EMAIL ID OF THE DIRECTOR			Alok Acharya, Contact No: +919437024862 Email:alok.acharya@sutraconsulting.com						
A. Remuneration									
N-2	To be Deployed	Monitoring and Evaluation Expert	HOME	480	5	2400			
			FIELD	780	5	3900			
N-3	To be Deployed	Monitoring and Evaluation Expert	HOME	480	5	2400			
			FIELD	780	5	3900			
N-4	To be Deployed	Monitoring and Evaluation Expert	HOME	480	5	2400			
			FIELD	780	5	3900			
N-5	To be Deployed	Monitoring and Evaluation Expert	HOME	480	5	2400			
			FIELD	780	5	3900			
N-6	To be Deployed	Monitoring and Evaluation Expert	HOME	480	5	2400			
			FIELD	780	5	3900			
N-7	To be Deployed	Monitoring and Evaluation Expert	HOME	480	5	2400			
			FIELD	780	5	3900			
N-8	To be Deployed	Finance and Procurement Expert	HOME	525	3	1575			
			FIELD	885	2	1770			
							Chief Consultant		

Chief Consultant (Technical)

Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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FORM FIN-3 BREAKDOWN OF REMUNERATION						
NAME OF THE AGENCY		Sutra Consulting Pvt Ltd				
ADDRESS OF THE AGENCY		N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha				
CONTACT NO. AND EMAIL ID OF THE DIRECTOR		Alok Acharya, Contact No: +919437024862 Email:alok.acharya@sutraconsulting.com				
A. Remuneration						
			FIELD	885	2	1770
N-9	To be Deployed	Finance and Procurement Expert	HOME	525	3	1575
			FIELD	885	2	1770
N-10	To be Deployed	Finance and Procurement Expert	HOME	525	3	1575
			FIELD	885	2	1770
N-11	To be Deployed	Institutional/Organisational Development Expert	HOME	540	2	1080
			FIELD	900	3	2700
N-12	To be Deployed	Civil Engineer	HOME	390	5	1950
			FIELD	630	13	8190
N-13	To be Deployed	Civil Engineer	HOME	390	5	1950
			FIELD	630	13	8190
N-14	To be Deployed	Civil Engineer	HOME	390	5	1950
			FIELD	630	13	8190



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

[Signature]

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FORM FIN-3 BREAKDOWN OF REMUNERATION									
NAME OF THE AGENCY			Sutra Consulting Pvt Ltd						
ADDRESS OF THE AGENCY			N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha						
CONTACT NO. AND EMAIL ID OF THE DIRECTOR			Alok Acharya, Contact No: +919437024862 Email:alok.acharya@sutraconsulting.com						
A. Remuneration									
N-15	To be Deployed	Civil Engineer							
			HOME			390	5	1950	
			FIELD			630	13	8190	
N-16	To be Deployed	Civil Engineer							
			HOME			390	5	1950	
			FIELD			630	13	8190	
N-17	To be Deployed	Civil Engineer							
			HOME			390	5	1950	
			FIELD			630	13	8190	
N-18	To be Deployed	Civil Engineer							
			HOME			390	5	1950	
			FIELD			630	13	8190	
N-19	To be Deployed	Civil Engineer							
			HOME			390	5	1950	
			FIELD			630	13	8190	
N-20	To be Deployed	Civil Engineer							
			HOME			390	5	1950	
			FIELD			630	13	8190	
			HOME			390	5	1950	
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			FIELD			630	13	8190	
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			FIELD			630	13	8190	
			HOME			390	5	1950	
			FIELD			630	13	8190	
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FORM FIN-3 BREAKDOWN OF REMUNERATION			
NAME OF THE AGENCY		Sutra Consulting Pvt Ltd	
ADDRESS OF THE AGENCY		N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha	
CONTACT NO. AND EMAIL ID OF THE DIRECTOR		Alok Acharya, Contact No: +919437024862 Email:alok.acharya@sutraconsulting.com	
A. Remuneration			
Total Cost		673510	

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES						
NAME OF THE AGENCY		Sutra Consulting Pvt Ltd				
ADDRESS OF THE AGENCY		N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha				
CONTACT NO. AND EMAIL ID OF THE DIRECTOR		Alok Acharya, Contact No: +919437024862, Email:alok.acharya@sutraconsulting.com				
B. Reimbursable Expenses						
N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	
	Per Diem of 4 key Experts	Month	375	60	22496	
	Expert Flight Tickets	Round trip	165	55	9073	
	Core Team Patna Intercity Travel	Month	525	36	18896	
	Local Travel by Taxi	trip	30	1080	32394	
	Inter Zonal travel for Key Experts train	Round trip	30	450	13497	

Sumit 720h



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES						
NAME OF THE AGENCY		Sutra Consulting Pvt Ltd				
ADDRESS OF THE AGENCY		N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha				
CONTACT NO. AND EMAIL ID OF THE DIRECTOR		Alok Acharya, Contact No: +919437024862, Email:alok.acharya@sutraconsulting.com				
B. Reimbursable Expenses						
	Non Key Experts Travel air	Round trip	120	10	1200	
	Non Key experts local Travel	trip	30	120	3599	
	travel for field travel	trip	25	180	4589	
	Two Wheeler expense for 25 persons	month	450	36	16197	
	Inspection Visit other Misc Expense	Lumpsum	5999	1	5999	
	IT and Hardware Components	Lumpsum	7499	1	7499	
	Printing Stationary	Lumpsum	7499	1	7499	
	Primary Survey Cost	Lumpsum	7499	1	7499	
	Office rent	month	150	36	5399	
	Office Running cost	month	37	36	1350	

Chief Consultant (Technical)
**Bihar State Educational Infrastructure
 Development Corporation Ltd., Patna**



Signature

Signature

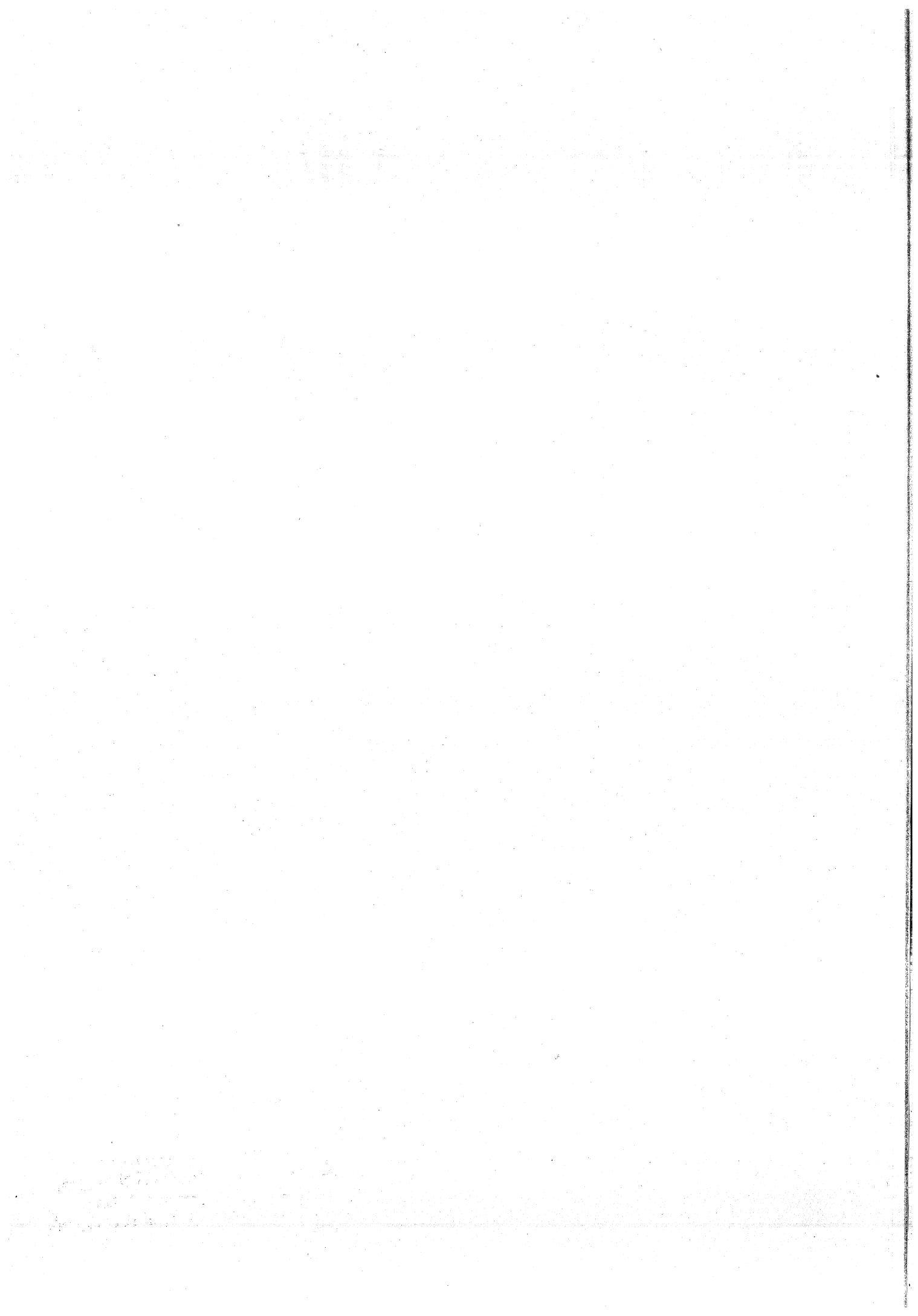
FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES		
NAME OF THE AGENCY	Sutra Consulting Pvt Ltd	
ADDRESS OF THE AGENCY	N2/139, IRC Village, Nayapalli, Bhubaneswar, Odisha	
CONTACT NO. AND EMAIL ID OF THE DIRECTOR	Alok Acharya, Contact No: +919437024862, Email:alok.acharya@sutraconsulting.com	
B. Reimbursable Expenses		
Total Cost	157184	

Alok Acharya



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Alok Acharya
6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna
Alok



BIHAR STATE EDUCATIONAL INFRASTRUCTURE DEVELOPMENT CORPORATION LTD

(A Govt. of Bihar undertaking)

Shiksha Bhawan, Bihar Rashtrabhasha Parishad, Acharya Shivpujan Sahai Path, Saidur, Patna-800004, Ph.0612-2660850

Fax:0612-2660256, Email:bseidc@gmail.com

Ref. No: BSEIDC/PI/ 63/2016- 1400

Patna, Date: 20.02.17

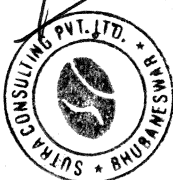
Corrigendum 1

With reference to NIT No 17A/2016-17 For "A Third Party Agency (TPA) For "Verification of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness in Bihar Operation" Project through e tendering web site www.eproc.bihar.gov.in the following clarification have been made as below based on pre-bid meeting held on 17/02/2017.

S.N	Page No.	Reference From RFP	Query	Clarifications
1	Page 37	Clause 26.1 Data Sheet "The official source of the selling (exchange) rate is: Rates declared by Reserve Bank of India (RBI) The date of the exchange rate is: Last date of Submission of RFP".	We would like to understand regarding exchange rate mentioned in the RFP document that the conversion rate will be the rate stated on the date of submission of RFP. We would like to upload the proposal a day before the deadline and therefore it is not feasible to take conversion rate of date of submission. Could you please specify a range of days to make it feasible enough to quote the rates?	The date of the applicable exchange rate is: Last date of Submission of RFP Bidders have to quote in the currency options provided as per the clauses of the RFP.
2	Page 77	Section 7, point 4 ,B, (i) Key Experts	The RFP document is silent about the project duration and the man-months mentioned in section 7 (ToR), is not clearly spelling out the total duration of project. Could you please specify project duration as well?	Under TOR (Page 78 of the RFP), consultancy duration has been prescribed. Consultancy Duration A. The IVA shall be offered a Contract for a period of three (3) years, renewable for up to periods of one year or more as required , each upon satisfactory performance in the first 3 years As per Section 7 (Para 4 B) of the TOR-
3	Page 77	Section 7 (Para 4) of the TOR	Man months for the Education Expert is 44 Per expert, which exceeds the total project duration of 3 years.	The bidders are advised to deploy sufficient amount of manpower required to successfully deliver the tasks and quote accordingly in their proposal. Manpower requirement is indicative for the consultancy covering the DLIs of the entire program.
4			Is the project intervention concentrated or scattered for the entire State of Bihar.	

Chief Consultant (Technical)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna



			the six project objectives. Please mention districts, zones covered under the project.	
5			Apart from the number of field visits already mentioned in the deliverable section, is the client also looking for the qualitative assessment w.r.t, all of the teachers transforming into teachers educators.	The details of specific deliverables and their objective assessment measures are defined in DLI2 and DLI3.
6			Do we need to provide non-key expert CVs in the proposal.	The CVs of the Key Experts only will be evaluated for the purpose of technical evaluation. Providing the CVs of non-key experts is the discretion of the bidder to present their approach for the consultancy.
7	Page 35	Section -2 clause 21.1 (Instruction to clients)	Please clarify the scoring for the CVs. The CVs expert breakup scoring is not adding upto 60 but 70. Clarify breakup of scores.	Criterion (iii) Key Experts' qualifications and competence for the Assignment: point e - e) Position K-5: ICT Expert [19] The point assigned above is wrongly printed as 19 (Nineteen). The correct point is 9 (Nine). After rectification of the above, CVs expert breakup scoring is adding upto 60.

Sanjit Psh



[Signature]
Managing Director

[Signature]
6.7.2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

[Signature]

[Signature]

(A Govt. of Bihar undertaking)

Shiksha Bhawan, Bihar Rashtrabhasha Parishad, Acharya Shivpujan Sahai Path, Saidur, Patna-800004, Ph.0612-2660850
Fax:0612-2660256, Email:bseidc@gmail.com

Ref. No: BSEIDC/PI/63/2016- 1766

Patna, Date: 04-03-17

CORRIGENDUM-2

With reference to NIT No 17(A)/2016-17 For "A Third Party Agency (TPA) For "Verification Of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness In Bihar Operation" Project through e tendering web site www.eproc.bihar.gov.in the following amendment have been made as below based on queries received from Bidders .

Existing Provision			Amended Provision		
a	Online Sale/Download date of Tender documents	From 03/02/2017 to 06/03/2017 (15:00 Hrs.) (https://www.eproc.bihar.gov.in)	a	Online Sale/Download date of Tender documents	From 03/02/2017 to 14/03/2017 (15:00 Hrs.) (https://www.eproc.bihar.gov.in)
b	Date/Time for submission/ uploading of offer/Bid	07/03/2017 up to 15.00 Hrs. (https://www.eproc.bihar.gov.in)	b	Date/Time for submission/ uploading of offer/Bid	15/03/2017 up to 15.00 Hrs. (https://www.eproc.bihar.gov.in)
c	Date & time for opening of technical bid	07/03/2017 at 16: 00 Hrs.(https://www.eproc.bihar.gov.in)	c	Date & time for opening of technical bid	15/03/2017 at 16: 00 Hrs. (https://www.eproc.bihar.gov.in)

S.N	RFP Document Reference(s) (Section & Page No)	Existing Provision			Amended Provision		
1	Section 7 Key Experts Man Months on page no 77	Position	Number of Person	Man Months Required	Position	Number of Person	Man Months Required
		Team Leader	1	22	Team Leader	1	36
		Civil Engineer	1	22	Civil Engineer	1	36
		Architect	1	22	Architect	1	36
		Education Expert	4	176	Education Expert	4	144
		ICT Expert	1	80	ICT Expert	2	70
		Total		322	Total		322
Note: These numbers are still only indicative as per the RFP statement. "The Bidders are advised to deploy sufficient amount of Manpower required successfully delivering the task and quoting accordingly in their proposal.							

Amir K. Singh



Jay
Managing Director

6.7.2017
[Signature]
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

[Signature]


[Signature]

Documental evidence in favor of Authorized Signatory

TO WHOM IT MAY CONCERN

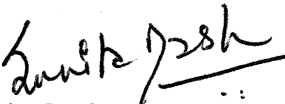
POWER OF ATTORNEY

I, the undersigned **Mr. Alok Acharya**, Director of **M/S SUTRA CONSULTING PVT.LTD.** Having its Corporate office at Plot No: N2/139, IRC Village, Bhubaneswar-751015, Odisha, India hereby declare that by virtue of this instrument, I appoint **Ms. Sunita Dash**, Principal Consultant of Sutra Consulting Pvt. Ltd as Sutra Consulting's true and lawful attorney and on behalf of and in the name of Sutra Consulting, to represent it for signing the Contract for "A Third Party Agency (TPA) For **Verification Of Disbursement Linked Indicators (DLI's)**". In witness where of I have executed this document in Bhubaneswar, Odisha on this 4th July 2017.



Alok Acharya
Director,
Sutra Consulting Pvt. Ltd




Signature of


Sunita Dash

Signature Attested


Alok Acharya
Director,
Sutra Consulting Pvt. Ltd




Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna



New Delhi, 11-03-2017

To:

The Managing Director
 Bihar State Educational Infrastructure Development Corporation Ltd
 Acharya Shivpujan Sahay Path,
 Bihar Rashtrabhasha Parishad Campus,
 Shiksha Bhawan, Saidpur, Patna-800004

Dear Sirs:

We, the undersigned, offer to provide the consulting services of **A Third Party Agency (TPA)** For **"Verification Of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness In Bihar Operation** in accordance with your Request for Proposals dated 3-February-2017 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
- (c) We have no conflict of interest in accordance with ITC3.
- (d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank's policy in regard to corrupt and fraudulent practices as per ITC5.
- (e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by a member of the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer's country laws or official regulations or pursuant to a decision of the United Nations Security Council;
- (f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.]
- (g) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Bhubaneswar : N2/139, IRC Village, Nayapalli, Odisha - 751015, Tel.: +91-674-2399999
 Kolkata : FD-341 (Ground Floor), Sector-III, Salt Lake City, P.S. Bidhannagar (South), Kolkata-700106, Tel. : +91-33-40011442
 Delhi : B 117 (Second Floor), Sarvodaya Enclave, New Delhi - 110017, Tel.: +91-11-41011772

Website: www.sutraconsulting.com, CIN-U74140OR2000PTC006183



Sanjay Singh

6-7-2017

Chief Consultant (Technical)

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the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

- (h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,



Authorized Signature: *Vivekanand*
 Name and Title of Signatory: Mr. Vivekanand Dasgupta,
 Name of Consultant (company's name): Sutra Consulting Pvt. Ltd.
 In the capacity of: Principal Consultant
 Address: B-117 (Second Floor), Sarvodaya Enclave, New Delhi – 110017

Telephone: +91-11-41017772

Contact Information: Mobile No. +91-9818116881

Email ID - vivekanand@sutraconsulting.com

Sanjay Singh



6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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About the Organization:

Sutra Consulting (www.sutraconsulting.com) comprises a trans-disciplinary team from management, engineering and social development sector to provide management and social advisory services to government and multilateral and bilateral donor agencies. Sutra is a leading advisory and consulting services company in India with extensive experience of providing consulting services to various State Government. The company has its head office in Bhubaneswar with branch / project offices branch office in Kolkata and Delhi.

Sutra has a core team of multidisciplinary professionals with varied sectoral experience for executing complex assignments requiring diverse set of inputs from range of disciplines including economics and management, social and community development, institutional strengthening and change management. Sutra Consulting is one of the fastest growing social development consulting organizations and has created a reputation of highly professional quality of work.

Sutra has undertaken several complex multidisciplinary assignments in India across several states including Madhya Pradesh, Jharkhand, Bihar, Chhattisgarh, Odisha, Andhra Pradesh, Tamil Nadu, Karnataka, Rajasthan, West Bengal, Assam, Tripura, Nagaland, Sikkim, Mizoram, Maharashtra, and Kerala and has created a reputation of highly professional quality of work. The key clients Sutra has worked for include the World Bank, Asian Development Bank, UNICEF, UNDP, DFID, CARE, OXFAM and multiple State Governments across India.

Name	Sutra Consulting Pvt. Ltd.
Details of Contact Person	
Name & Designation	Vivekanand Dasgupta, Principal Consultant
Mobile No.	+91-9818116881
E-mail:	vivekanand@sutraconsulting.com
Information about the Organization	
Details of Registration of Company	Date-12 th Apr.2000 CIN No-15-06183
Registration No.	15-06183 of 2000-2001
Status of Bidder (Nature of Ownership)	Private Limited Company
Locations & address of -office (In India)	Head Office: N2/139, IRC Village, Nayapalli, Bhubaneswar-751015 Mobile:9583812839, Phone: 91-674-2555310 Fax: 91-674-2550361 E-mail: sutra@sutraconsulting.com Website- www.sutraconsulting.com Branch office: FD-341 (Ground Floor), Sector III, Salt Lake City, Kolkata-700106 West Bengal, India, Landline : +91 33 40013149 Branch office: B- 117, Second Floor, Sarvodaya Enclave, New Delhi – 110017 Landline: +91 11 4107772
ISO Certificate No.	BN12606/ 12316:0415, ISO 9001:2008
PAN No.	AAFCS3034G
TAN No.	BBNS00485C
Service Tax No.	AAFCS3034GST001

Sanjit Jash



Signature

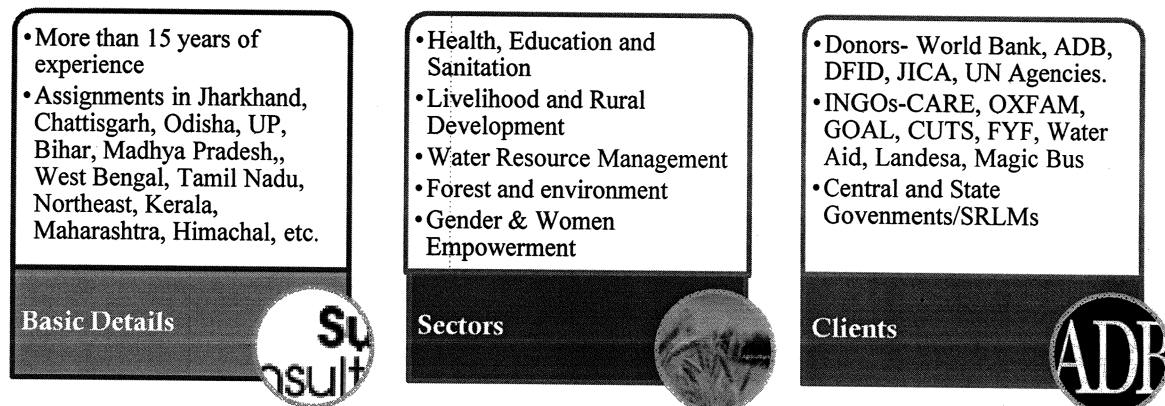
Vivekanand

6-7-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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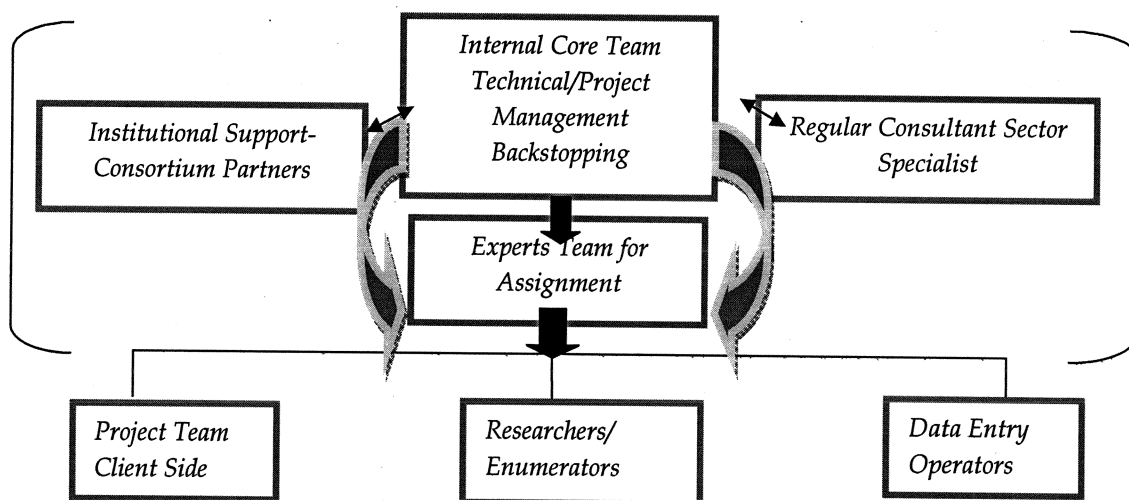
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A brief overview of the organization is as below:



Management and Technical Support Systems

Sutra gathers experience from some of the most challenging project management consultancies undertaken with Government and aided projects and ensures that the learning's are translated into actual practice while handling large scale assignments. The organization ensures that there is a single point of contact to the client and also there is a backstopping team also available to client's disposal so that work is managed by an integrated management team but flow of communication is done by a single person at disposal. The organization has team members with multiple skill sets from social, management, engineering and other background who are equipped and experienced with the professional approach towards consultancy assignments. Sutra works with a pool of technical sectoral experts to add value and strength to technical infrastructure and local knowledge base of the organization blended together for the quality of delivery.



Sutra



Signature

Vivekanand

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

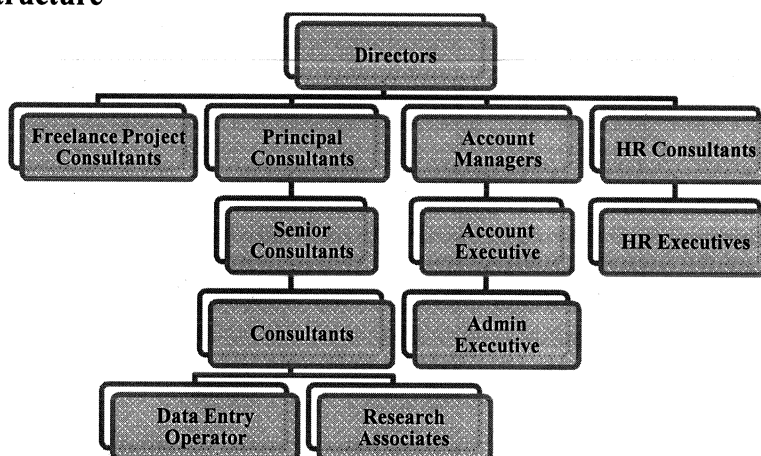
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List of Board of Directors:

Director	Qualification	Description
Alok Acharya	- Post Graduate Degree in Management from Xavier Institute of Management Bhubaneswar (XIMB) - B.Sc. (Physics, St. Stephen's College)	Alok has over fourteen years of consulting experience specializing in human resource management, project management, organization development and capacity building. He has extensive experience of overseeing large scale recruitment engagements for various Governments and donors.
Sanjeev Sasmal	- Post Graduate Degree in Management from Xavier Institute of Management Bhubaneswar (XIMB) - B.E. (University of Roorkee)	Sanjeev has more than fourteen years experiences in project planning and management, institutional strengthening, evaluation and assessment, training and capacity building in various development and public sector projects in India.

Organizational Structure




Sutra's Experience in conducting performance assessment, M&E studies and Research:

Currently, Sutra is involved in similar such assignment of Conducting Annual Performance Assessment in selected 3230 Gram Panchayats of 19 districts in West Bengal and Baseline Survey of 5% GPs of the state. The project aims at identifying GPs eligible to receive Block Grants in 2017-18 and identifying areas of strengths and weaknesses of GPs through assessment. Sutra is responsible for designing and implementing **Annual Performance Assessment (APA)** in selected 3230 Gram Panchayats (GPs) of 19 districts in West Bengal in connection with implementation happened in West Bengal in 2015-16. Sutra is responsible for **development and testing of the assessment instruments, as per the approved APA Assessment schedule**, and implementation of the assessment exercise and documentation. **The assessment comes up with the list of GPs who have qualified and not qualified with reasons.** Sutra also performed similar work for ISGPP for previous phases.

Other than ISGPP, other relevant performance assessment and monitoring & **evaluation** assignments are mentioned below:

- **Institutional assessment** of three community institutions – PRIs, SHGs and Water Users Association (WUAs) under Mobilizing Rural Institution Study (World Bank, DC)
- **Impact Evaluation** of DFID supported Conditional Cash Transfer Programme for Secondary School under Odisha Girls Incentive Programme (OGIP)
- Baseline survey for **assessment of pre-projects results** / outcomes for Maharashtra Agricultural

Signature *Vivekanand*



Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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- Competitiveness Project (World Bank)
- Joint Monitoring Reviews of **Cyclone School Reconstruction Project** (DFID)
- Research study and **assessment on various themes for SSA** in Chhattisgarh, Jharkhand and Orissa
- Mid-term assessment** of Orissa Community Tank Management Project (World Bank)
- Impact assessment** of Samiksha (M&E System) of Orissa **Primary Education Program Authority**
- Qualitative Assessment** of Gender Differences in Economic Choices in India, World
- Assessment of primitive tribal groups (PTGs)** in Chhattisgarh, SC & ST Development Department

Geographical Experience in Bihar

Sutra has years of experience of working in the context of Bihar. Some of the most projects done in Bihar are as listed below:

- Technical Support for Bihar Agriculture Growth and Reforms Initiative (BAGRI)
- Process Monitoring, Bihar Rural Livelihood Project, World Bank (2016)
- Providing Technical Support Services to execute "Skill Development Program" under Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDUGKY) to BRLPS (JEEViKA)
- Outcome Assessment District Women's Helpline strengthened under the SWASTH programme in Bihar (BTAST)
- HR Study and CB Institution Consultancy, Bihar Panchayati Raj Strengthening Project, Department of Panchayati Raj, Bihar, World Bank
- MELD under IWMP in the four districts (Aurangabad, Kaimur, Munger and Rohtas) of Bihar

Sutra's Experience with Government/PSU:

Sutra has extensive experience of working with various bilateral/multilateral agencies and donor aided projects implemented through Government. Sutra has worked extensively with Government of Bihar, Odisha, Chhattisgarh, Andhra Pradesh, Jharkhand, Madhya Pradesh, Rajasthan, Maharashtra, Tamil Nadu, Kerala and West Bengal, where they have proven expertise in delivering professional advisory services and is recognized as a competent organization delivering quality and innovative outputs appropriate to the regional context and unique issues of the States. The organization services so far has been to programmes funded by DFID, World Bank, UNDP, European Commission, JICA and ADB.

The organization is very familiar with the Government setting, it's sectoral and development priorities and has sound understanding of the socio-economic and cultural context of the region which influences project design and implementation. The organization has worked on complex, multi-stakeholder projects and is conscious of the need for consensus building among various stakeholders for successful implementation of development projects. Key resources have extensively worked with Government, public sector and civil society development projects and have necessary expertise in establishing link with different departments, administration and voluntary organization at multiple levels for building support and consensus for change.

Following is the mention of few such assignments, elaborate detail is mentioned in the next table:

- Process Monitoring, Bihar Rural Livelihood Project, **Government of Bihar**
- Technical Support for Bihar Agriculture Growth and Reforms Initiative (BAGRI), **Department of Agriculture, Government of Bihar**
- Support for development and implementation of a strategy for Independent **Impact Evaluation of Odisha Girls Incentive Programme (OGIP), Government of Odisha**
- Baseline Survey in eight project districts of Mizoram, Nagaland, Sikkim & Tripura (NERLP), **Ministry of Development of North Eastern Region (DoNER)**

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A - On the Terms of Reference

The Terms of Reference is well organized and articulates the scope of work and the technical inputs necessary for the consultancy services. However, the scope of work needs detailed discussion and elaboration during the inception phase as it involves several matters related to the verification processes which are difficult to fully anticipate at the proposal development stage.

B - On Counterpart Staff and Facilities

The Terms of Reference outlines the support the project would provide to the consultant for smooth execution of the consultancy services. The following support would be essential:

- Sharing of Project documents, previous reports and studies related to the assignment, in addition to all requisite documents that are deemed necessary for verification purpose
- Facilitation support for organising meetings with various institutions which have had a role to play in the project
- Support from relevant stakeholders during the process of physical verification
- Continuous support, feedback and suggestion on technical matters



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Background of the Study

The Project Context

While we move towards a time which talks about quality education and twenty firstcentury skills, several states in India continue to grapple with the challenge of ensuring basic levels of education. Bihar is one such state that is beset with issues related to poor pupil-teacher ratio, unavailability of qualified teachers, school infrastructure and other related areas as compared to other states. It is in this context that the Government of Bihar launched **Mission Manav Vikas** to upgrade the education sector in the state. The **Bihar Teacher Effectiveness Operation** was launched under Mission Manav Vikas. The project stands on five pillars, each contributing to the goal of achieving quality education through various enablers. These include developing qualified teachers, creating Teacher Education (TE) Institutions and focusing on professional management of the schooling system by bringing in accountability in financial and governance mechanisms.

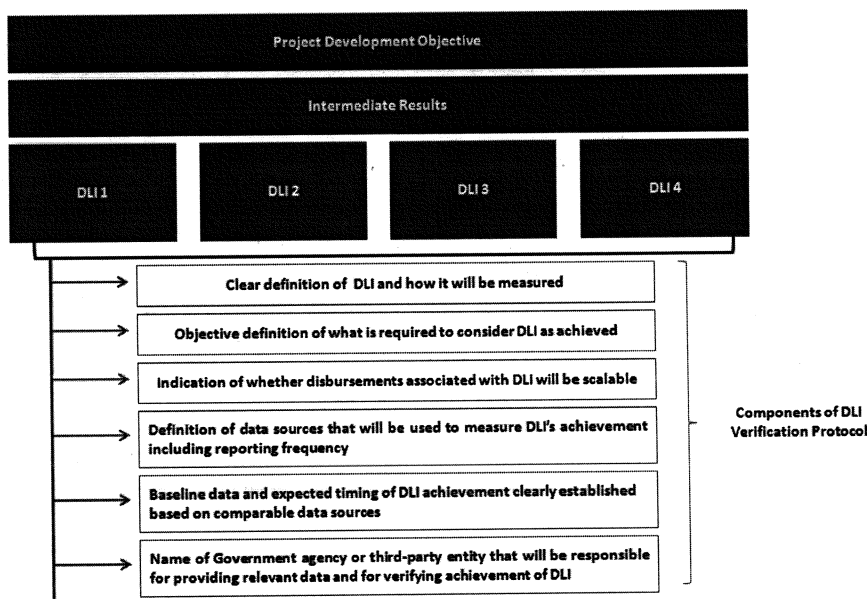
An Overview of Disbursement Linked Indicators

Accountability, efficiency and effectiveness are imperatives in development sector programmes which now cease to be merely input and process oriented. There is a strong recognition of the need for result oriented programmes that have clear linkages between inputs and processes with results. The World Bank introduced a new lending instrument, **Program for Results (PforR)** which was the first major development financing instrument that formally linked disbursements with achievement of results. The rationale for introducing PforR was to help partner countries improve the design and implementation of their development programmes and achieve lasting results by strengthening institutions and building capacity.

At the heart of PforR lie the Disbursement Linked Indicators (DLIs) which provide borrowers with incentives to achieve key programme milestones and improve performance. Each DLI has a verification protocol that sets out how it will be measured, verified, and who will be responsible for verifying the achievement of the indicator.

The design of DLIs depends to a large extent on the nature and level of maturity of the programme in question. For instance programmes which are in the initial stages of

implementation have DLIs which are focused on institutional strengthening and capacity building while those which have graduated to more mature stages have indicators that are outcome oriented. DLIs can therefore be outcomes, intermediate outcomes, outputs, process indicators or financial indicators. DLIs in some cases are time bound which means that if a programme fails to achieve them by a certain date, the borrower will not be able to request for the disbursement linked to the particular DLI. Certain DLIs are scalable which implies that disbursements can be made against partially achieved DLIs thus ensuring predictability of fund flows.



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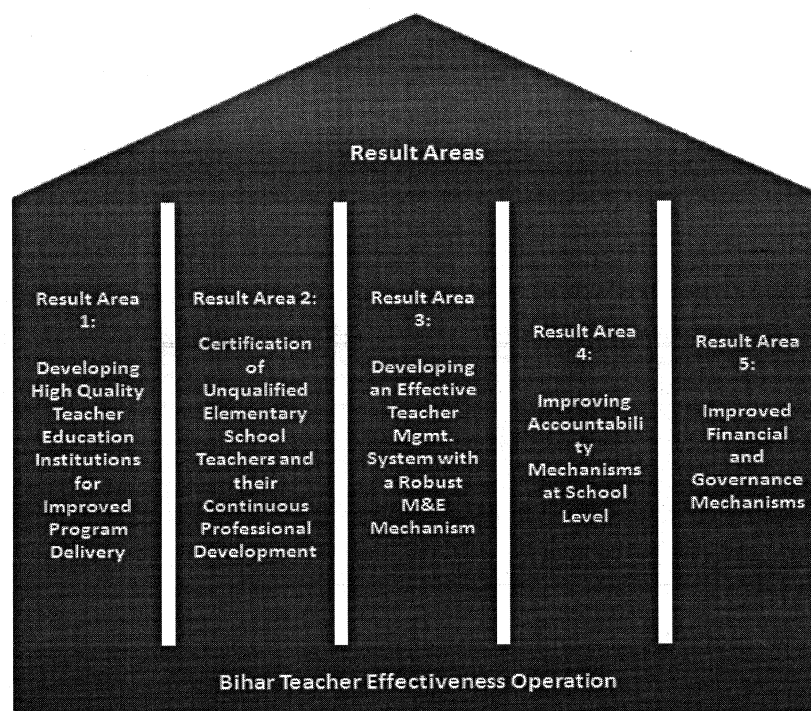


2 | A Third Party Agency (TPA) For "Verification of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness in Bihar Operation
TECH 4

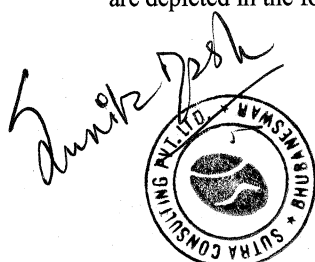
The adoption of PforR has been taken up across development programmes including those in the education sector. Adoption in the education sector has been particularly high in South Asia¹.

Disbursement Linked Indicators in Context of Bihar Teacher Effectiveness Operation

The Bihar Teacher Effectiveness Operation (BTEO) has a development objective to *improve the efficiency of elementary school teachers in Bihar*. The Operation follows a hybrid model combining the PforR instrument with the Investment Project Financing (IPF) instrument. The PforR instrument is related to Government expenditures under the Enhancing Teachers Effectiveness programme. The IPF instrument is related to firm and individual consulting services in two categories- programme implementation and policy development and impact evaluation. The Bank has clearly defined the rationale for using the PforR instrument which includes the fact that it is *important to have a focus on outputs and outcomes as well as develop a culture of efficiency in service delivery through rewarding achievement of measurable results which is especially important in Bihar*². The BTEO focuses on five key result areas as depicted in the following exhibit.



The five key result indicators that have been identified for achievement of project development objectives are depicted in the following table.



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¹ Myth-busting: What happens when you link payments to results in education projects- The World Bank Blog

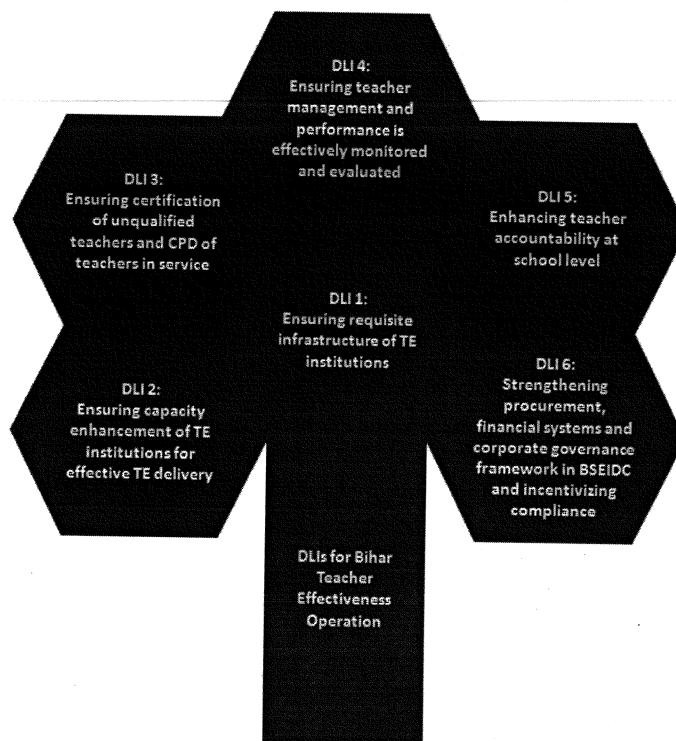
² Project Appraisal Document

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1	475,000 elementary school teachers covered through the programme including an increase in percentage of female teachers
2	Improved teacher performance effectively monitored through index based on scores
3	Teacher attendance enhanced by 5 percentage points
4	75 percentage of positions in teacher education institutions filled
5	90,000 additional qualified elementary teachers resulting from programme interventions

The programme has identified six DLIs that would be used for fund disbursement and these are depicted in the following exhibit.



A detailed verification protocol has been developed for each of the DLIs which include a description of expected achievement between 2014-15 and 2019-20, scalability of disbursements, data sources, verification entities and procedures.

Scope of Work

The Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC) which is the procurement arm of the Department of Education (DoE) in accordance with the DLI verification protocol laid down for the Operation seeks to engage a Third Party Agency (TPA) which would conduct independent verification of achievement of the DLIs reported by the DOE for each disbursement claim.

The TPA would prepare and submit comprehensive verification reports to the DOE on DLI achievement levels for each disbursement claim prepared by DOE in a form acceptable to DOE and the World Bank. The verification reports produced will be based on the review of training curriculum, TEMIS, website, quality monitoring tool, ICT infrastructure, school infrastructure and verification would entail paper-based checks, site visits, consultations and surveys.

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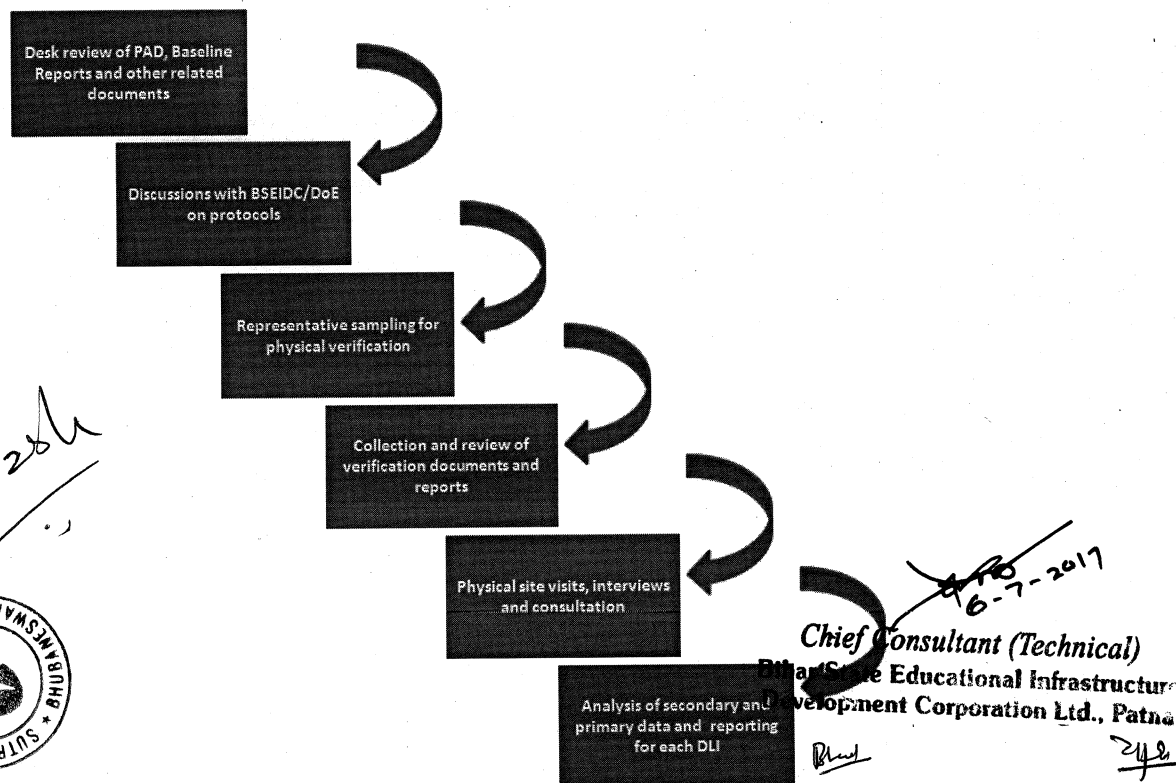


Approach and Methodology

The DLI matrix attached to the Project Appraisal Document (PAD) will form the basis of the TPA's understanding of the DLIs and the approach towards independent verification of each of the DLI's progress and achievement. The third party verification mechanisms proposed are DLI-specific since the verification methodology would ideally take into account the nature of the indicator, type of data that can be used to verify the specific achievements, source documents and the deployment structure needed to discharge the needed verification effectively.

The verification of all the six DLIs is going to be undertaken by way of a mix of verification of secondary data and documents obtained from the DOE (i.e. paper verification and secondary data analysis) field visits (physical verification) on a randomly generated sample of concerned entities / stakeholders (e.g. Teacher Education Institutes, School Management Committees, school buildings, etc.) and consultations with relevant stakeholders.

For approaching verification of DLIs certain prerequisites would have to have been fulfilled by the donor, implementation agencies and other stakeholders. These include a well laid out verification protocol (which the project PAD provides for), clear definitions for each DLI which are objectively measurable, a specific quantifiable target which would indicate achievement of DLI and readiness for receipt of linked funds. For scalable DLIs, the verification would also conclude the degree to which the DLI has been achieved- i.e. in percentage terms, so that disbursement of funds is contingent on the extent to which a DLI has been achieved. The following exhibit highlights the broad approach towards verification of DLIs which would be modified and customized based on the characteristics of the DLI under review.



The following section provides our understanding of each of the six DLIs and the methodology that would be adopted for undertaking verification of levels of achievement.

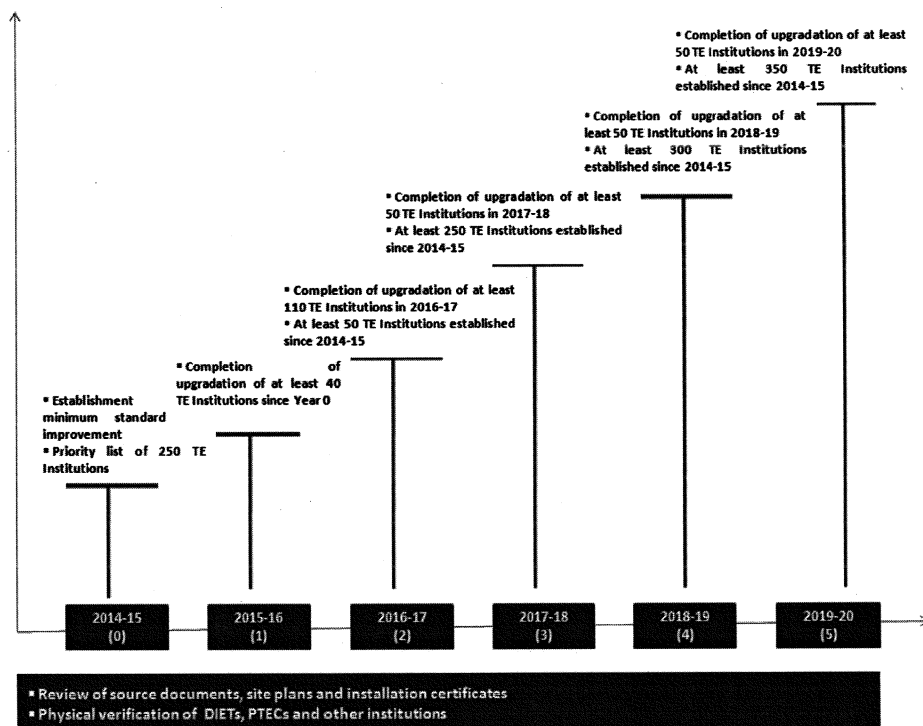
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DLI 1: Infrastructure

Understanding the DLI

The key institutions which are responsible for strengthening Teacher Education (TE) Institutions in Bihar include District Institutes of Education and Training (DIETs), Primary Teacher Education Centres (PTECs), Colleges of Teacher Education (CTE) and Block Resource Centres (BRCs). As per Result Area 2 the SCERT, DIETs and PTECs are supposed to coordinate and manage activities of 10,000 Teacher Educators and Block Resource Centres (BRCs) and Cluster Resource Centres (CRCs) are supposed to offer a full range of teacher education activities including local group discussions, tutorials, remote teaching sessions and other contact sessions for collaboration between teachers and peer support. A baseline study conducted in 2014 found that TE institutions lacked adequate infrastructure including inadequacy of ICT infrastructure to support teacher-training.

In this context DLI 1 relates to the creation of a sound set of TE Institutions which have the necessary capabilities to provide training to teachers. The BSEIDC has helped in consolidating all procurement for educational institutions and schools under one umbrella. The Corporation was vested with the responsibility of identifying 250 TE Institutions that needed improved facilities and ICT infrastructure and these were to be supported under the Operation. A set of indicators have been defined for each of the years and these are depicted in the following exhibit.



Verification Process

The approach towards verification of DLI 1 is going to be a mix of paper based verification / audit as well as through field visits. The verification would look at various aspects of 'upgrade' including technological and physical infrastructure.

The project documents and baseline report would be studied to arrive at an understanding of the kind of the kind of specific indicators (e.g. number of toilets in TE institutes, number of printers as part of ICT etc.) used to denote upgrade. The minimum standards document would be carefully perused and a checklist of

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must-haves, would be prepared in order to compute the extent of achievement of upgrade up to the 'minimum standards'.

The verification would entail reviewing relevant aggregated databases, records / documents such as installation certificates, quality inspection certificates, etc. for paper-based verification of degree of upgradation- from construction material and size / quality specifications to features of ICT infrastructure (e.g. colour or black and white printers, type of projectors, etc.) and timelines of upgrades. Aspects such as transparency of processes in achieving progress, use of vendors to maintenance of installations would also be looked at depending on its need, following review of relevant project documents and discussion with the client.

The TPA would through the following steps conduct the verification of DLI 1. At all stages the verification protocol and procedure laid out in the PAD's DLI Verification Protocol would be followed. The key steps that would be followed for undertaking the verification are discussed in the following paragraphs.

A. Review of Documents

The initial step that would be undertaken for verification of DLI 1 would be to collect all relevant data from BSEIDC. Illustrative documents that would be collected include:

Illustrative Documents	Description
<i>List of 250 institutions identified for upgradation and improvement</i>	<i>This would be vital for mapping progress as well as identifying specific institutions to be visited during sample physical verification</i>
<i>Document laying down minimum standards for various types of TE institutions namely DIETs, PTECs, CTEs and BRCs</i>	<i>It has been indicated that the BSEIDC has been tasked with laying down the minimum standards for improvement of TE Institutions. It would be critical for the consultant to develop a clear understanding of the norms that have been established so that these can be used as a benchmark for assessing progress.</i>
<i>Construction handbooks</i>	<i>It is assumed that the BSEIDC may have developed construction handbooks for the buildings and other infrastructure that has been created as part of the Operation. The TPA would review the handbooks and familiarize itself with key requirements and specifications.</i>
<i>Installation certificates</i>	<i>It has been indicated that institutions would provide installation certificates in the periods 2015-16 and 2016-17. The TPA would need to review the certificates to assess the extent to which installation has been completed.</i>
<i>Other relevant documents</i>	<i>Any other relevant documents that are available to the TPA would be reviewed.</i>

These documents would be reviewed with a view to identify the institutions which would be covered on a random basis through physical visits and also to conduct a secondary review of the progress made and status of the complete set of institutions relevant for the period of verification. The installation certificates and other construction related certificates would be reviewed with a view to confirm that these have been issued in accordance with the stage of work completed as well as mandated specifications.

B. Finalisation of Aspects to be Reviewed

The key aspects that would be reviewed while undertaking site inspections as well as document reviews would be finalised based on the review of documents and discussions with BSEIDC and other relevant stakeholders. Based on the TPA's experience of undertaking similar assignments illustrative aspects that would be reviewed and the possible manner of review include the following:

Aspects to be Reviewed	Manner of Review
<i>Constructed work and test of materials e.g. cement, mortar, workability and strength of concrete</i>	<i>Site Visits by Civil Engineer and Architect (Test report will be at foundation level, plinth level, inner level, roof level and final stage of construction etc.)</i>
<i>Materials brought on site for the work and ensure that materials are in accordance with specifications</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>

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Aspects to be Reviewed	Manner of Review
<i>prescribed for work</i>	
<i>Skills and costs of labour and materials in sites where construction was undertaken</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Design of buildings including building shape; cross walling; plinth protection and stiling</i>	<i>Site Visits by Civil Engineer and Architect Review of building plans</i>
<i>Adherence to relevant disaster management norms</i>	<i>Site Visits by Civil Engineer and Architect Review of building plans</i>
<i>Environmental impact at site, building materials production</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Use of local labour and adherence to core labour standards</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Effectiveness of contracted firms to deliver according to recommended detailed designs and specifications</i>	<i>Site Visits by Civil Engineer and Architect Discussions with select contracted firms Review of project documents</i>
<i>Residential facilities with suitable security and privacy (in case of hostels)</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Drinking water facilities including purification systems</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Adequate number and separate boys and girls toilets with suitable waste management systems</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Use of procurement guidelines, financial monitoring and quality assurance procedures</i>	<i>Review of project documents</i>
<i>Variation in building costs; escalation in costs, leakage and quality reduction</i>	<i>Review of project documents</i>
<i>Appropriateness of environment: lighting, ventilation, thermal conditions, shape, acoustics, storage and display space</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Adequate power supply and fixtures such as electric lights and fans etc.</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Usage of non-conventional sources of energy</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Availability of motor-able roads</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Suitable waste disposal systems for bio-degradable and non-bio-degradable wastes</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Availability of secure storage facility</i>	<i>Site Visits by Civil Engineer and Architect Review of project documents</i>
<i>Availability of 2 functional laptops with required specifications</i>	<i>Site visits by ICT Expert Review of project documents</i>
<i>Availability of functional printer with required specifications</i>	<i>Site visits by ICT Expert Review of project documents</i>
<i>Availability of functional projector with screen with required specifications</i>	<i>Site visits by ICT Expert Review of project documents</i>

It must be noted that this list is merely illustrative in nature and would be finalized in consultation with BSEIDC and review of relevant project documents. Also key sub-indicators for minimum standards will be crystallized and indicators broken down to verifiable and measurable sub-indicators, such as definition of physical infrastructure (e.g. number of rooms, number and type of toilets) and ICT infrastructure (e.g. number and type of laptops, printers, projectors etc.) and their quality. This would ensure that the achievement of the DLI can be measured in a detailed fashion.

These pointers will be aligned with the requirements of the DLI verification protocol and a format developed, which will be used to solicit data from BSEIDC in the specified format. Quantifiable definitions for infrastructure and ICT availability will be prepared for each type of institutions: DIETs, PTECs, CTEs and BRCs.

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C. Design of Questionnaires and Tools

The verification protocol lays down the minimum number of site visits that it to be undertaken in each of the years. The TPA would design standardised checklists which would be used for assessing the sampled facilities that would be physically inspected. Separate checklists would be designed for the various types of institutions to be covered. Additionally a separate ICT infrastructure checklist would be developed. The questionnaires would be developed keeping in mind the specific stakeholders who would be met in the course of the site visits. These would include the heads of institutions, contracted agencies, engineers and IT staff etc. The questionnaires and tools would include a mix of quantitative and qualitative information requirements. The quantitative information requirements would pertain to aspects such as number of facilities created while the qualitative requirements would relate to aspects such as the processes adopted, levels of adherence to protocols and satisfaction levels.

D. Finalisation of Sites to be Visited

The specific sites to be visited for physical verification each year would be identified from the list of institutions shared by BSEIDC and be finalised in consultation with the Corporation during the inception phase. While drawing the sample, socio-economic, geographic/demographic factors will be taken into consideration to account for divergence between various locations in Bihar. The sample of institutions will be contingent upon, and vary with, the quantum of DLI achievement target and the period concerned. It would also be ensured that a mix of DIETs, PTCs, CTEs and BRCs are visited.

During the verification process, it will be ensured that there is no duplication of sites inspected among the periods. Documents collected and secondary data will be rigorously checked and analysed to ensure that the numbers for each of the periods add up to the subsequent years.

E. Field Visits

The TPA would undertake field visits to the sample institutions as per the norms laid down in the verification protocol. In the course of field visits, a range of assessment methods would be adopted including building and infrastructure inspection and testing, review of documents available at the site and consultations with key stakeholders such as the Head of the Institution, representatives of contracted firms undertaking upgradation activities etc.

F. Analysis and Reporting

Analysis of available data will be conducted by triangulation of secondary and primary data collected. The use of qualitative information will help enrich the verification report by providing process level information. The data analysis will be presented in both disaggregated as well as composite fashion to help assess whether, and to what extent, the DLI has been achieved in each FY.

DLI 2: INSTITUTIONAL CAPACITY

Understanding the DLI

A key issue which affects the functioning of academic institutions is lack of adequate staffing. In the absence of competent staff these institutions fail to deliver the required level of outputs which in this case is a trained pool of Teacher Educators.

The state has developed a Teacher Education Institutional Development Index (TEIDI) with technical assistance from the World Bank as a tool to assess the readiness of TE institutions to deliver quality teacher education programmes and monitor accountability. The TEIDI has a quantified and weighted checklist of indicators to measure institutional performance. One of the most critical indicators included in TEIDI is the availability of staff.

A baseline study was conducted in 2015-16 by the State Council of Educational Research and Training (SCERT) using TEIDI which established the aggregate index scores of TE Institutions and

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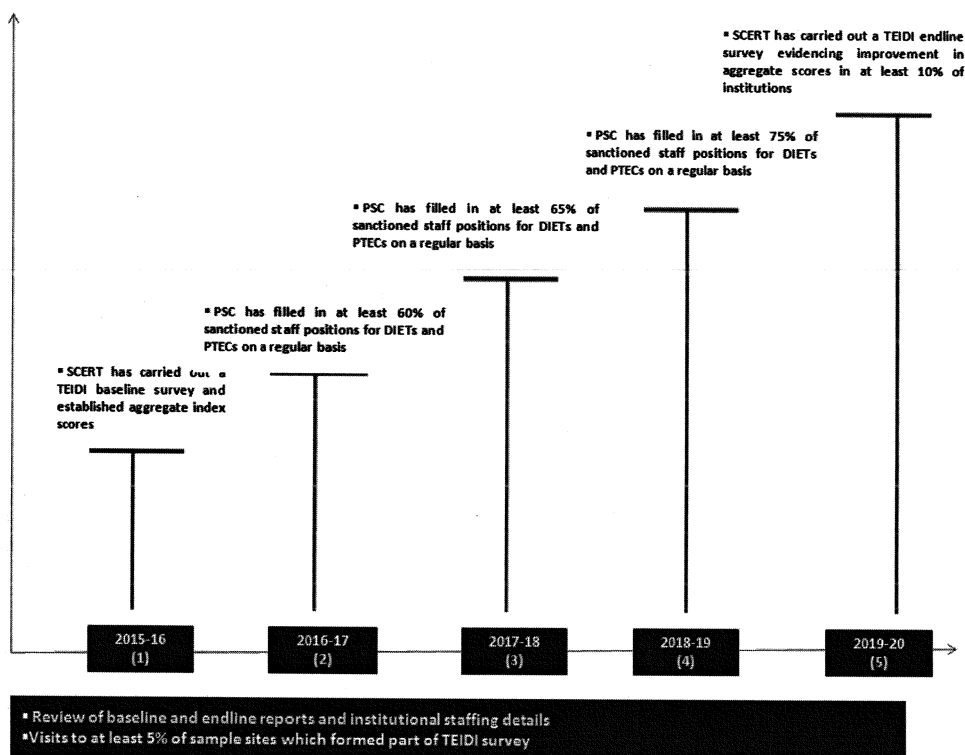
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thus helped identify area of priority investment. The findings of the survey revealed a poor state of affairs with only about 35% of the existing vacancies / positions in DIETs, PTECs, and BRCs found to be filled. Moreover, most of the existing profiles have been filled in on an ad-hoc basis.

DLI 2 targets for Period 2 to Period 4 are in terms of filling up vacancies for sanctioned positions. Period 1 entails engaging SCERT in carrying out a TEIDI baseline survey of TE Institutions and established their respective aggregate score to arrive at data points to prioritise investment decisions. Period 5 target includes engaging SCERT in carrying out a TEIDI end line survey to map changes on aggregate index scores in 10% of them.



Verification Process

The PAD indicates that TEIDI comprises of four parameters: Access, Equity, Quality and Governance. The verification process would be conducted largely through desk review of the baseline report for TE institutes conducted by SCERT. The key steps that would be followed for undertaking the verification are discussed in the following paragraphs.

A. Review of Documents

The key aspect that is to be studied by the TPA as part of verification of DLI 2 is the extent to which sanctioned posts have been filled in during each of the years. During the first period (2015-16) the TPA will focus on studying the TEIDI baseline report. This exercise would be expected to provide an understanding of the existing state of affairs in TE Institution especially in context of the availability of staff against sanctioned posts. The research instruments used for the baseline study as well as the field trial reports would be studied in order to arrive at an understanding on the appropriateness of the research approach, including indicators used. The same would be verified against the objective of the TEIDI survey as defined in the project.

The verification would also look at whether the study, its approaches and the outcomes including the baseline report adequately reflects the objectives of the study and aligns with the required

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deliverables. Specifically, it would be verified whether the index correctly incorporates all indicators, and appropriate weightage allocated to each.

The TPA would request the Department of Education to provide a list of number of sanctioned posts in each grade and number of people in positions in each institution, with date of appointment to Department of Finance. This list would be sought in the years 2016-17, 2017-18, 2018-19 and 2019-20. It would be used for assessing the vacancy status in each of the DIETs and PTECs.

The consultant would assess whether prima facie the target figures, i.e. 60% of sanctioned staff positions by P2, 65% by P3, and 75% by P4 have been achieved. This would be done by looking at the employment record data received from DOE / DOF. The verification process would entail looking at the JD for each position, and matching the employed person's qualifications with the requirements as per the advertisement. As per the PAD, the DLI target entails filling up the vacant positions "on a regular basis". There would be a need to define "regularity", and assess whether the filling up of vacancies were done at a defined periodicity, frequency, or suchlike. The DLI would be considered fulfilled only if not only the numbers have been met (i.e. x% of the total strength) but also whether the same was achieved through prescribed processes.

To verify the same, parameters that would be of interest to the verification process include the due process that was to be followed during filling the vacancies. This would be paper-based verification and done by solicitation of required documents, such as published advertisements, official communications to candidates, clearances taken from required Departments etc. In addition, care would be taken to ensure that not only have the target in terms of number of vacancies being fulfilled, but also the process in terms of systems, transparency and inclusion.

B. Design of Questionnaires and Tools

The TPA would develop required tools which would capture key information during the course of field visits. Some of the key elements that would be included in the tools include:

- Detailed information on number and type of sanctioned posts, filled in posts, date of filling in, number of vacancies, duration since which post is lying vacant etc.
- Key reasons leading to vacancies (in case applicable)
- Systems that have been developed for monitoring performance of staff including attendance levels, performance standards etc.

These tools would be used by the teams during institution visits and would ensure that information is collected in a uniform manner.

C. Stakeholder Consultations

The verification process for DLI 2 would lay equal stress on consultations and discussions with relevant stakeholders; chiefly the DoE, DoF, SCERT and the specific TE institutions that would be visited in the last year of verification.

Discussions would be held with relevant officials of the DoE and DoF to ascertain the process that was adopted for recruitment and deployment of staff, the extent to which the findings and recommendations of the TEIDI baseline survey have been taken up and key hurdles that have been faced while ensuring that deployment is as per sanctioned figures in the institutions. Key process indicators that would be discussed include identification of vacancies, obtaining approvals, advertisement for new staff, recruitment and selection and finally deployment.

It must be noted that not only will the TPA aim to ascertain the numbers and percentage of sanctioned posts that have been filled in but also the 'actual' presence of staff. This would involve understanding whether the deployed staff are actually present at the institution and monitoring their performance.

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assessment systems that have been set up for ensuring that their services are used in an optimal manner.

The TPA will hold discussions with the SCERT to ascertain the process that was adopted for undertaking the baseline survey and key findings that emerged. The qualitative insights developed would be used to enrich, validate and add nuance to the analysis arrived at through the paper based third party verification. Since the TEIDI survey did not merely study staffing levels, the TPA would also attempt to understand the other key pain points in the institutions and possible solutions that have been suggested to address these.

D. Finalisation of Sites to be Visited

A key activity that the TPA would undertake in 2019-20 would be visits to 5% of the institutions covered as part of the TEIDI survey. The selection of the institutions would be undertaken keeping in mind the need to ensure geographical representativeness as well as a mix of DIETs and PTECs. Geographical representativeness would be especially important considering the fact that the issue of staff shortages is expected to be higher in case of remote areas where most staff would be reluctant to get posted at.

E. Field Visits

The field visits would serve as a third party data auditing, leading to an objective verification of data points generated at this stage. The key stakeholders who would be met at the institutional level include the Head of the Institution, relevant officers and select teachers.

F. Analysis and Reporting

The primary and secondary data would be used to analyse the direction, degree and type of change- and assess whether the end-line data collection, which would form the basis of documenting progress in the TEIDI index, is executed with low error margins. A threshold of acceptance of data variance would be thrashed out, following detailed study of the indicators and sub-indicators that forms the bedrock of the TEIDI index generated.

DLI 3: Quality Improvement

Understanding the DLI

About 20% of all elementary teachers in India are unqualified. In Bihar, 57% of all elementary teachers were unqualified in 2015. The situation is made worse by a lack of continuing professional development for in-service teachers.

The baseline study conducted in 2014-15 found 65,000 unqualified teachers in service and lack of continuing professional development. The lack of qualified teachers in elementary education is considered by experts as one of the key contributing factors towards poor student learning and outcomes. The Acharya Ramamurthy Committee on education stated that *"in service and refresher courses should be related to the specific needs of the teachers... [and that] in service education should take due care of the future needs of teacher growth; evaluation and follow up should be part of the scheme"*.

It is considered important that teacher training not just encompass ICT skills as an end in itself, but rather of ICT as pedagogical tools. In this context, the project envisages rolling out a Diploma in Elementary Education (D.El.Ed) for teachers through online delivery, but also enrolling the teachers in Continuous Professional Development (CPD). D.El.Ed is a specifically designed package for in-service untrained teachers working in primary/ upper primary schools. The programme has been developed by the Academic Department, NIOS keeping in view the NCF 2005, RTE 2009 and NCFTE 2010. The Programme aims at enabling the target group to develop in them skills,

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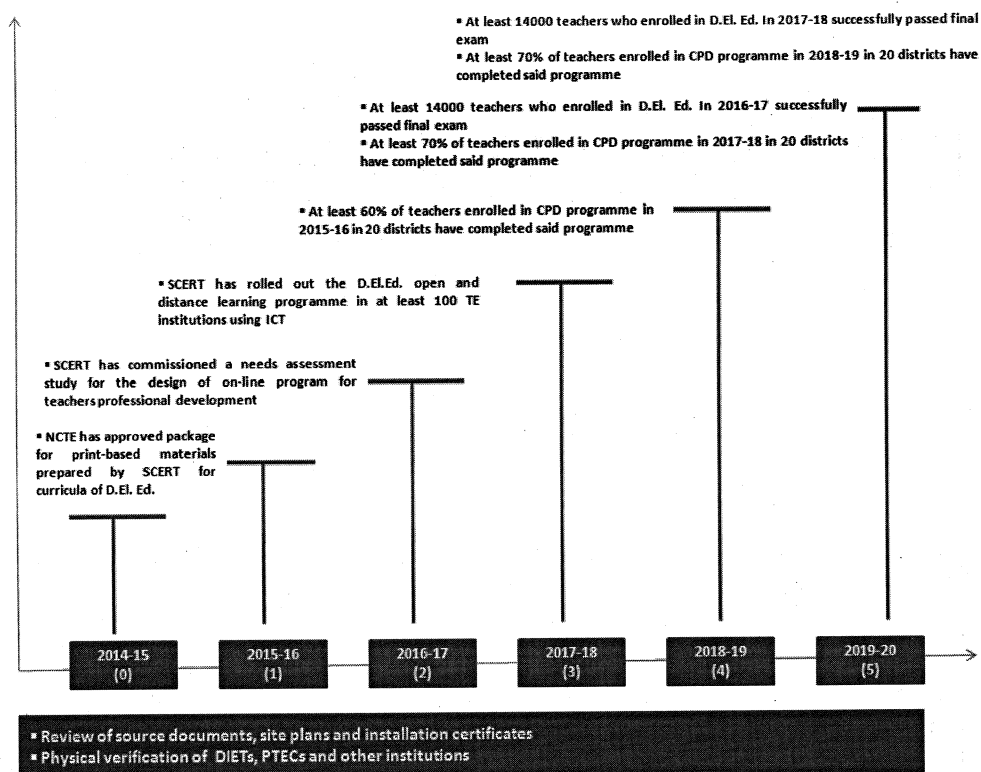


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competencies, attitudes and understanding to make teaching and learning more effective. The following exhibit depicts the expected achievement levels against DLI 3.



Verification Process

DLI 3 targets teacher education directly, by mandating approval of print material, commissioning a needs assessment study for design of online program for teachers' professional development, rolling out of D.El.Ed open and distance learning using and enrolment of teachers in CPD. The key steps for conducting the verification are described in the following paragraphs.

A. Review of Documents and Online Records and Databases

A key source of verification for DLI 3 is review of documents as well as online records and databases. The type of records that would be reviewed would vary to a large extent across the periods of verification.

- In 2014-15 the TPA would review the curricula developed for the D.El.Ed. course developed by the SCERT. The D. El. Ed. would be delivered through online platforms and aims to certify 65000 newly recruited unqualified teachers. The design of the programme is based on the Bihar Curriculum Framework (BCF) with three elements- Foundational/Fundamental Theory, Methods/Pedagogy and Practicals/Internship. This certification programme is critical considering the fact that it would provide an opportunity to unqualified teachers to improve their quality of teaching practice. The Education Expert and the ICT Expert in the TPA team would have a vital role to play in assessing the content of the programme and the mode of delivery respectively. The Education Expert would conduct a detailed review of the curriculum keeping in mind the NCF and the BCF as well as the findings of the needs assessment conducted by the SCERT.
- The focus in 2015-16 would be on studying the needs assessment study for the programme of teacher's professional development conducted by the SCERT. The needs assessment report provides the backdrop against which the D.El.Ed. and CPD programmes have been

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developed. The Education Expert and the ICT Expert would undertake a detailed review of these documents and assess whether there is a linkage between the needs assessment and the design of the D.El.Ed. and CPD programmes.

- The SCERT is supposed to have rolled out the D.El.Ed. programme in at least 100 TE institutions in 2016-17. It is therefore expected that records such as list of centres providing the programme, number of teachers enrolled, online attendance and assignment records etc. would be available for perusal by the TPA. These documents would be reviewed keeping in mind the requirements provided in the verification protocol (verification of at least four DIETs and one other centre in each of the four districts).
- The CPD programme is supposed to have commenced and in 2017-18 the focus of the TPA would be on verifying documents related to the number of teachers enrolled in such programmes as well as extent of use of online forums using the information available on TEMIS.
- In 2018-19 and 2019-20, the TPA would review records related to enrollment and results in both D.El.Ed. and CPD programmes. The review would also focus on ensuring that the Teacher ID numbers provided by SCERT and the Bihar State Education Board (BSEB) match. Results of successful candidates from the BSEB would also be reviewed to assess any changes subsequent to introduction of these programmes.

B. Design of Questionnaires and Tools

A range of questionnaires and tools would be developed for assessing aspects such as:

- Process of development of D.El.Ed. and CPD programmes
- Availability of suitable centres and infrastructure for conducting training using ICT
- Process of selection of trainees
- Number of trainees enrolled including break up by gender, type of institution, year of enrollment etc.
- Response of trainees to the programme
- Systems in place for curricula updation, attendance, quality assurance, monitoring and evaluation, grievance redressal etc.

These tools would be used by the teams during institution visits and would ensure that information is collected in a uniform manner.

C. Stakeholder Consultations

Apart from the review of secondary data the TPA would undertake consultations with key stakeholders such as the SCERT, BSEB, external agencies which may have been involved in content or format development and teachers enrolled in the programmes. These consultations would seek to obtain rich qualitative insights which would not be possible from a mere document or database review. Some of the aspects that would be discussed in the course of such consultations would include:

- The rationale for the D.El. Ed. And CPD programmes- why were they considered to be the most appropriate and how they are aligned against existing conventional teacher education programmes
- The level of readiness of centres to conduct online courses in terms of availability of infrastructure such as computers, internet connections and electricity as well as basic amenities such as toilets and drinking water.
- The process through which teachers are enrolled in either of these programmes
- The quality of trainers (be it on site or virtually) and their ability to deliver the programmes
- The overall response from teachers enrolled in these programmes on their utility and suggestions for improvement or modification.

While the protocol mainly speaks of reviewing the TEMIS as part of the verification process, the TPA would suggest that interviews could be conducted with a small sample of teachers enrolled in the

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D.El.Ed. and CPD programmes in the years 2016-17, 2017-18, 2018-19 and 2019-20. Such interviews would provide an understanding of the level of interest and response of trainees with regard to the D.El.Ed. and CPD programmes. The interviews could be held in person or could be shared with the sample set via e-mail.

The sample size would be decided in consultation with the DoE and it would be ensured that it comprises of a mix of male and female teachers as well as differing geographies. Views of the enrolled teachers on aspects such as the appropriateness of the course content, duration and delivery process, quality of material and trainers, appropriateness of training centres etc. would be sought.

D. Analysis and Reporting

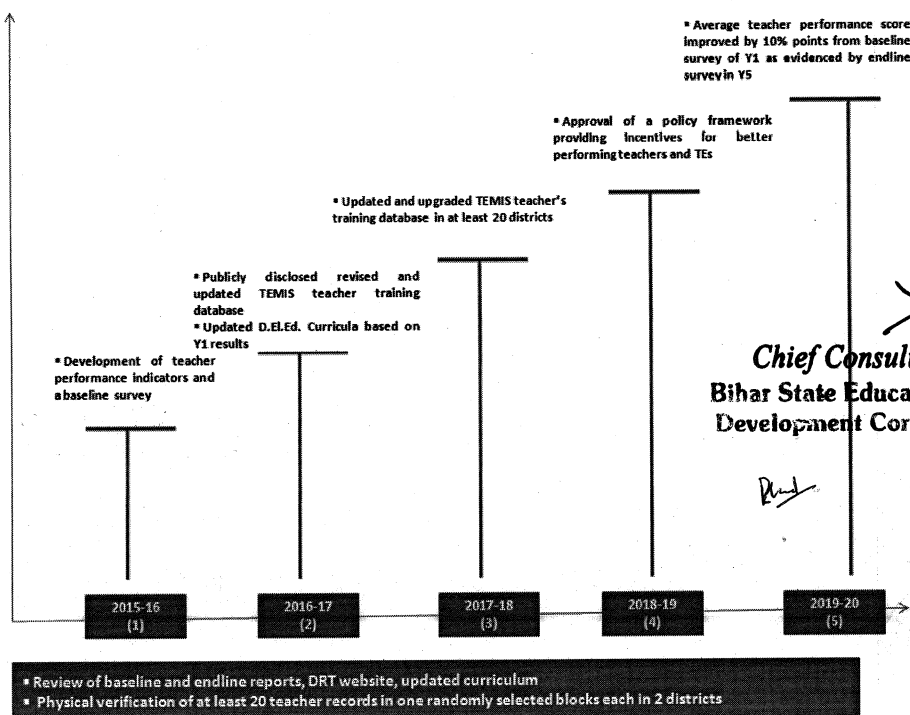
The primary and secondary data would be used to analyse the extent to which the online D.El.Ed. and CPD programmes have been developed, the level of uptake and the type of response which they have generated. The verification protocol indicates that DLI 3 would not be scalable in the first three years and would acquire scalability in 2018-19 and 2019-20 and this would be factored in while conducting the verification in these respective periods.

DLI 4: Accountability and Monitoring Systems

Understanding the DLI

A Teacher Management Information System (TEMIS) has been implemented in the state for enhanced teacher management and administration with technical assistance from the World Bank. TEMIS contains data on each teacher's personal history, educational and professional qualifications, current school posting, time of joining service, training status and expected retirement dates. The database includes records of all the 320,000 elementary teachers in the state and will later be expanded to include all teachers as they are recruited. The state is in the process of converting the TEMIS into a master data record to eventually serve as a teacher-focused human resource management information system (HRMIS) platform.

The baseline study conducted in 2014-15 found that there was no system in place for planning and management of teachers and their performance. Accordingly, as a first step, i.e. in P 1, the Directorate of Research and Training (DR&T) and SCERT are mandated to develop teachers performance indicators in the form of benchmarks upon which teachers' performance will be evaluated at a given frequency. In addition, a baseline survey was to be conducted to understand the as-is situation and to inform input thrusts.



Verification Process

DLI 4 would be verified through a combination of document review and site visits for physical verification of records. The key steps that would be undertaken for verification are discussed in the following paragraphs.

A. Review of Documents and Online Records and Databases

As in case of DLI 3 a key verification method in case of DLI 4 would be the study of the following data sources:

- Baseline report by the SCERT that include performance benchmarks and values
- Database available on the DR&T website with details of 435000 teachers under TEMIS including training records
- Updated D.El.Ed. curricula developed by SCERT keeping in mind performance of teachers in the first year's benchmark

A review of these documents and databases would enable the development of an understanding of the existing performance levels, the gap areas and changes in the curricula which would enable improved performance.

B. Physical Verification

As indicated in the verification protocol a physical verification would be conducted in 2017-18 through a cross-check of at least 20 teacher records in one randomly selected block in two districts. The two districts where the process is to be undertaken would be decided in consultation with DoE. The process of verification would involve matching the TEMIS database records with the details provided at the institutions where the teachers are placed. In addition to the document verification discussions would also be held with each of the 20 teachers covered as part of the sample to obtain their perspective on the online systems, changes that they have felt in their competency levels subsequent to trainings and any improvements or changes they feel are required in the training programme.

C. Verification of Government Approvals

A key policy change that is expected to take place in 2018-19 is the approval of policy framework by the DoE for providing incentives to better performing teachers and TEs. This policy change would be reflected through a Government Order that would allow for the provision of such incentives. The TPA would verify if such an Order has been approved and the salient features of the Order.

D. Endline Survey

A critical part of the verification process would be an endline survey that would be conducted in 2019-20 by the TPA. The endline survey would seek to provide a comparison vis a vis baseline figures that were collected by the SCERT.

The endline survey would mirror the baseline survey in terms of the sample size and performance benchmarks. The TPA would aim to ensure that the set of teachers and TE who were covered in the baseline are again covered at the endline stage. However in case some of the baseline teachers and TEs are not available for the endline due to factors such as retirement etc. then it would be ensured that the replaced sample is identical to the original sample so that a fair replacement can take place.

E. Analysis and Reporting

The primary and secondary data would be used to analyse the extent to which the DoE and DR&T have been able to utilise TEMIS to measure and monitor teacher's and teacher educator's performance including their attendance. .

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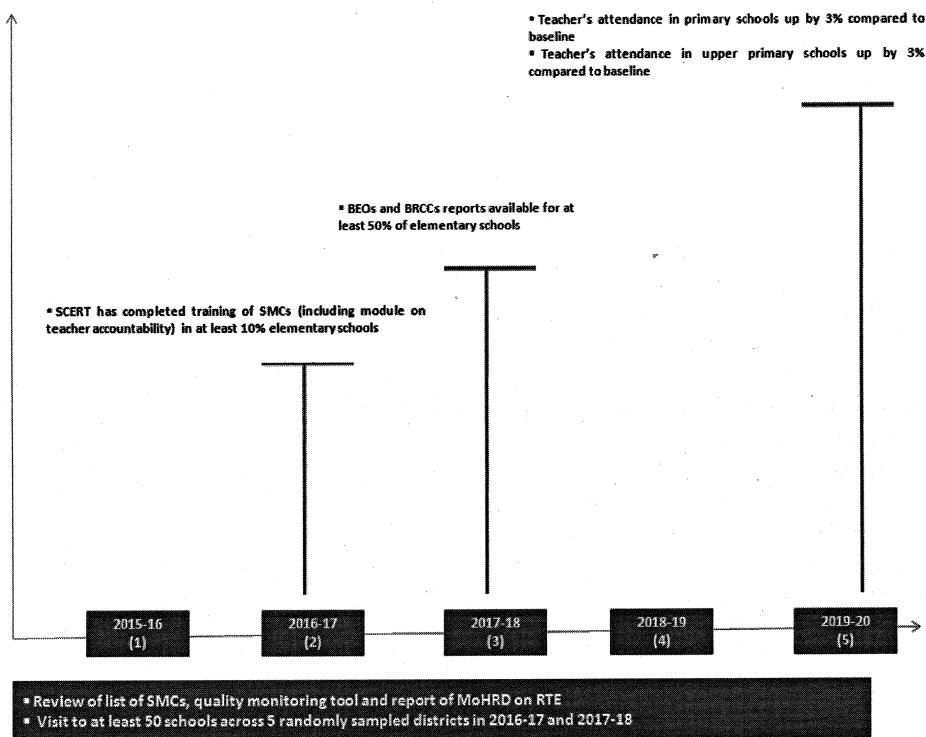
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DLI 5: Teacher Accountability

Understanding the DLI

The PAD indicates that community organisations such as School Management Committees (SMCs) that are mandated social audit bodies in Bihar are insufficiently informed and empowered to monitor teacher performance or attendance. SMCs if functioning effectively can play an important role in improving school quality and can monitor teacher attendance and performance. With this in mind the Government intended to support training and capacity building of SMCs to help them monitor social audit and monitoring of teacher presence. The targets laid down for DLI 5 are indicated in the following exhibit.



Verification Process

Verification of DLI 5 would be undertaken through a combination of document review and site visits for physical verification of records. The key steps that would be undertaken for verification are discussed in the following paragraphs.

A. Review of Documents

The SCERT was mandated to complete training of SMCs in at least 10% of elementary schools. The TPA would seek the detailed list of schools where SMCs have been trained. The BEO and BRCC's school visit reports (Quality Monitoring Tool) would be studied with a view to analyse teacher performance and attendance. In the final year of verification the TPA will study the MoHRD's report on RTE which tracks teacher attendance and performance. An analysis would be conducted.

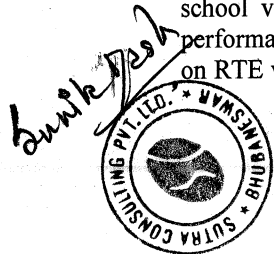
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whether teacher's attendance in primary and upper primary schools has increased by the percentage expected as per the verification protocol.

B. Design of Questionnaires and Tools

The TPA would develop required tools and questionnaires which would capture key information during the course of field visits. Some of the key elements that would be included in the tools include:

- Detailed information on number and locations of SMC members who have been identified
- Training methodology and curriculum followed
- Systems that have been developed for providing handholding support to SMCs etc.
- Role played by BRCs and CRCs in training SMC members and monitoring teacher performance
- Response of SMC members to the trainings
- Teacher attendance records etc.

These tools would be used by the teams during field visits and would ensure that information is collected in a uniform manner.

C. Finalisation of Sites to be Visited

A key activity that the TPA would undertake in 2016-17 and 2017-18 would be visits to 50 randomly selected schools across five sampled districts. The selection of districts would be undertaken keeping in mind the need to ensure geographical representativeness. Schools would be selected in a random manner with 10 schools being covered per district.

D. Field Visits

The field visits would serve an important purpose providing the TPA an opportunity to interact with SMC trainers and SMC members who have been trained. The purpose of the visits would be to verify whether training of SMCs have been completed (an SMC is considered to be trained if at least 10 members have been trained). The TPA would meet the members of the SMCs in the sample schools and ascertain whether they have actually been trained and what has been the impact of such trainings. This could be done through the use of a questionnaire which tests the concepts that have been taught during the training programmes. Different sets of schools would be visited in 2016-17 and 2017-18 and the selection of the schools would be undertaken in consultation with DoE.

E. Analysis and Reporting

The primary and secondary data would be used to analyse the extent to which SMC members have been trained and the impact that this training has had on the attendance and performance levels of teachers.

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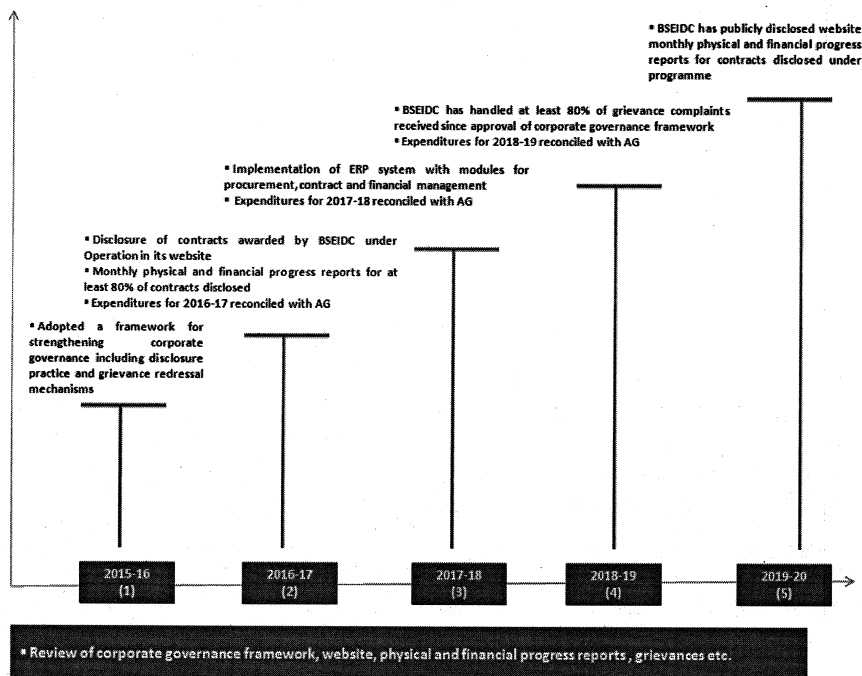
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DLI 6: Strengthened Corporate Governance

Understanding the DLI

DLI 6 is critical as it relates to ensuring the development of a strong corporate governance framework within the BSEIDC which is an essential considering that all major procurement and financial management work has been entrusted to the Corporation. The workings of BSEIDC have to be and also be seen as accountable, transparent and fair. With this in mind indicators relating to programme fiduciary systems and performance have been drawn up under this DLI.



Verification Process

DLI 5 would be verified through a detailed review of the BSEIDC website and other documents.

A. Review of Documents and Websites

The following data sources would be reviewed:

- Corporate governance and public disclosure framework
- Financial statements and monthly physical and financial progress reports
- Contract documents and registers
- ERP systems
- Website of BSEIDC

A review of these documents and sites would enable the development of an understanding of the framework adopted by BSEIDC, the extent to which the Corporation meets the statutory requirements and the robustness of institutional framework created.



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Work Plan and Staffing

The main deliverables for the third party verification assignment are the DLI reports for each of the six DLIs, and for each corresponding period / FY, i.e. P 1 to P 5.

Each DLI verification entails a series of steps, including desk review, solicitation of data, secondary data review, paper based verification, field visits depending on requirement, and finally, the verification report – prepared in the agreed upon template and format. The activities and the deliverables that lead to these reports, are mapped against the 3 year period in the Gant chart in Tech 5.

The following section outlines in brief the Work Plan for planning the deliverables through the contract duration. The work plan is based on our current understanding of the DLI ToR, and extrapolates from the Gant chart in Tech 5.

The work plan will be mutually finalized with the client during the inception stage. The broad tasks that the verification of DLIs in general would entail include:

Desk review of project documents

The desk review would form the basis of the consultant's detailed understanding of the project objectives, scope of work, key tasks, etc. Specifically, the DLIs would be studied, the nature and of the target understood, the key disbursement-linked targeted milestones noted in a quantifiable manner, and the groundwork laid for verification of each DLI in each year.

The desk review would be conducted by a team of proposed experts consisting of the team leader and the respective subject matter experts. The deployment of experts would be aligned with the nature of the DLI in question. In most cases, a multidisciplinary review of the DLI at hand would be warranted to lend fullness to the interpretation of the DLIs.

Solicitation of data and information

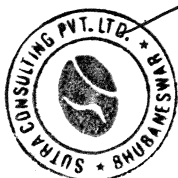
For the verification of DLIs to be conducted, especially for the paper-based / secondary verification, data will be solicited from DOE or respective departments, in the given format, or a format agreed upon. This would entail coordination with the relevant stakeholders and would be handled by the deployed team member/s, and the project manager to be appointed internally. After preliminary familiarization of the data provided, the verification process will be kick-started.

The data thus provided will be the basis of secondary verification. In addition to aggregated datasets, there would be a need to collect documents / records pertaining to the files of the particular DLI. These will be required for the team to conduct paper based verification / audit of the achievement of the DLIs, and applies to output, process, systems and outcome oriented DLIs. Examples of such documents include installation certificates (DLI 1), teacher records (DLI 5), etc.

Finalization of sample

For DLIs whose verification stipulates the need for conducting site visits / primary surveys / field based consultations, etc. there is a need for the sample size, its spread, and location to be decided. While a preliminary sampling idea is provided in the technical proposal, the finalization would be done in consultation with the client during the inception stage.

The sample for each DLI, per year wise will be finalized in order for proper planning of the work schedules, and expert visits. The sampling strategy will mostly be randomised, to reduce bias, but also take into account other factors such as geography, demography, etc. so as to ensure a representative sample.



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Verification of DLIs

The verification of DLIs would be done either through paper-based processes, or primary surveys / field consultations, or a combination of both. The secondary and paper-based verification would be done by breaking down each DLI to its measurable parameters, and using the same to gauge progress.

Progress for each period would be measured at a given periodicity, including simultaneously in some cases, depending on the nature of the DLI and its verification requirement. This would be done on the basis of DLI targets set out in the Project Appraisal Document. Based on the nature of the DLI, experts will be engaged for this task. The verification process itself will entail a set of sub-tasks as below:

- 1) Preparing verification formats – the DLI verification formats will be prepared either generically or customized to each DLI based on mutual agreement with the client. The output formats will be comprehensive and take into account the various factors that encompass the DLI. For example, infrastructural upgrades in terms of numbers, its quality, processes, and whether they match to the minimum standards, among other things will be taken into account to fully evaluate the DLI achievement.
- 2) Paper based verification – records, files and documents pertaining to each DLI will be solicited based on the need of verification for that particular DLI. For example, installation certificates, etc. would be needed to verify progress on DLI 1. Other examples of papers / records that would be needed for audit / verification of the DLI progress may include contracts, teacher records, etc.
- 3) Tool development for primary verification – for the primary field visit-based verification, various research techniques and tools would be deployed to verify the progress of each DLI per year wise. Their choice and usage will be contingent on the nature of the DLI, the kind of target, the areas of enquiry and the best application in the given context. Some of the tools that can be used for verification purposes, and shall be developed by a team of experts include checklists, facility inspection tools, questionnaires, audit flowcharts, etc.
- 4) Field visits – based on sampling frame for site visits / field activities prepared and finalized by the team, field visits will be conducted for fulfilling the verification of DLIs concerned. The field visits will entail administration of tools developed in the preceding step, and participation of the relevant stakeholder / respondent category will be ensured. Internally, protocols would be laid out for quality upkeep for the data and information collected by the team. Field visits will involve both quantitative and qualitative methods, as per the need of the DLI.

Triangulation

The primary and secondary evidence gathered will be compiled to put together a coherent narrative, which support the conclusions to be drawn on whether the DLI targets have been achieved for the particular period. The triangulation would help internal validation as well as bring together a holistic picture of the whys and hows of the results achieved. Triangulation will be applicable for DLIs where a combination of primary and secondary verification is being envisaged.

Preparing DLI reports

The reporting of the results will be based on data generated through the verification exercise with the explicit aim to come up with conclusive results on the achievement and extent of achievement (for scalable DLIs) for each of the DLI targets for various periods. This exercise will result in the production of a given number reports, e.g. 30, if 6 DLIs are to be verified for each of the five phases, P1 to P5. The reports will be developed as per the agreed upon reporting template, and align with the need of the particular DLI.



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Staffing and team structure / organisation

The terms of reference clearly indicates the team composition required for the assignment. There are 9 core team positions as proposed in the ToR, including the Team Leader. Expertise that are being built into the team are: Education, Civil Engineering, Architecture, and ICT.

We understand that the assignment demands for intensive engagement of team with parallel activities in order to achieve the suggestive deliverables on time. The consultant firm understands that there will be need for continuous support from the firm in order to begin the work since deliverables are sequenced right from the first month.

The human resource arrangement is made in such a manner that it provides a blend and scope to draw experience, innovation and continuous quality assurance from the expert inputs. The consultants through the proposed team brings in a multi-dimensional expertise in each of the areas of work so as to build understanding of not only the project requirement but also local contextual knowledge.

We understand the significance and variability of team suggested for specific theme expertise in the ToR. While the thematic focuses are delivered through this multi-disciplinary team, the rationale for selecting a team was also dependent on local understanding and expertise, availability and commitment for time and operational ease in client coordination.

The proposed team offers strong experience of several large scale projects done with similar projects that can be leveraged for the assignment. Majority of the team proposed for the assignment have strong social and development experience in Bihar.

The proposed team are assisted by additional team members from the head office of lead agency for technical backstopping and quality assurance measures who would bring experiences and knowledge of several other projects of similar nature.

The staffing (for key experts) and the allocation of roles is outlined in the table below:

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Name	Designation	Roles
Pallav Kumar	Team Leader	<ul style="list-style-type: none"> Responsible for technical deliverables as leader of team Coordinating with all the team members, and bringing multiple stakeholders together Will be anchoring research activities including guiding the team and bringing in cross-thematic insights which will govern the assignment planning Be responsible for leading, coordinating and finalising on deliverables such as verification templates, data formats, DLI reports, etc. The TL will also be responsible for ensuring that the processes are executed in a timely way with respect to the deliverables.
Yogesh Mathur	Civil engineer	<ul style="list-style-type: none"> Will be involved in the verification process of school buildings and institutions including DIET Review campus development including boundary wall checks, land-scaping, faculty quarters, principal quarters, internal road, and non-conventional energy Will be responsible for reviewing site plans for core infrastructure and campus and for all the TE institutions infrastructure upgrade verifications; Will review core infrastructure and campus development Will be reviewing all civil construction infrastructure and conduct assessment of key environmental and energy efficiency indicators by referring to Manual on Environmental Management Systems
Ashok Mishra	Architect	<ul style="list-style-type: none"> Will be involved in the verification process of school buildings and institutions including DIET Review campus development including boundary wall checks, land-scaping, faculty quarters, principal quarters, internal road, and non-conventional energy Will be responsible for reviewing site plans for core infrastructure and campus Will be responsible for all the TE institutions infrastructure upgrade Will be reviewing all civil construction infrastructure Will be doing assessment of key environmental and energy efficiency indicators by referring to Manual on Environmental Management Systems and Will review core infrastructure and campus development
Ravindra Mishra	Education expert 1	Involved in inputs to verification of all DLIs through primary and secondary activities
Smriti Jena	Education expert 2	Will be visiting institutions such as DIETs/ PTECs and other agreed institutes with BEIDC
Suresh Mehra	Education expert 3	Review all the source documents provided by the client; Review TNA documents prepared by the client; Review TEMIS
Jaydeep Kar	Education expert 4	Verification of online forums (website and other sources); Review training curriculum; Review End line Survey Report
Atanu Garai	ICT expert 1	Site visits to schools and institutions; Review of Quality Monitoring Tool; Review Updates on websites with respect to content
Arunabh Gurjan	ICT expert 2	Review of source documents from ERP system; Review of procurement complaint handling system; Report differences in certificates released by A&E
		<ul style="list-style-type: none"> Review usage of ICT in face-to-face education and ODL teacher education programmes Review online systems used to support e-learning Review usage of ICT to support teaching and learning in learning centers Review Teacher management information systems and teacher performance assessment Review management systems design and implementation (including review technical architecture, of functionality of online ERP systems, hosting arrangements, and quality of data capture/analysis processes) ICT Infrastructure (assessing both availability and functionality of procured ICT infrastructure in identified learning centres)

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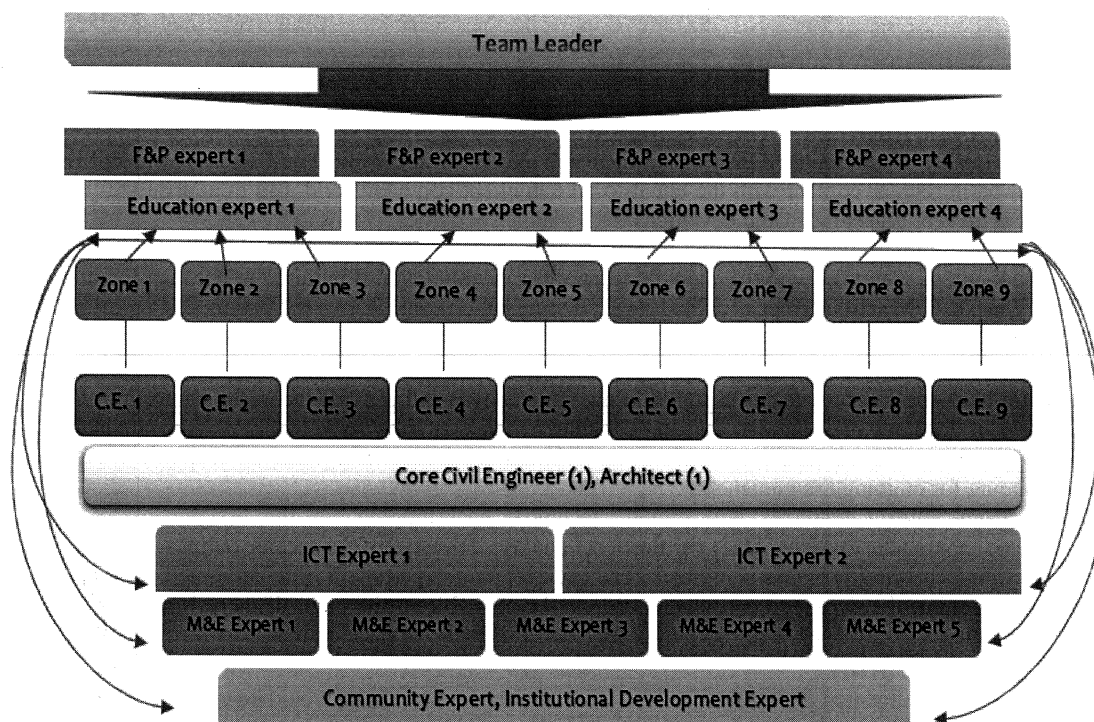
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Looking at the scope of work, and the overlapping phases of work required to undertake verification for all DLIs in each period, to produce the required DLI verification reports in the stipulated time, one of the key considerations for the smooth execution of the assignment is the grouping of the experts and their movement. The exhibit below shows the broad grouping / structure of the expert team that is being proposed. Customisation of this structure based on the need of the DLI and the P concerned may be necessary.



As an example, the following paragraph – using DLI 1 (P1) – briefly discusses the structure and organisation of the expert team for smooth execution of the verification process.

Verification of DLI 1 (P1) entails secondary audit as well as physical verification of sites / buildings. It is proposed that the verification process will take up months 3, 4 and 5 (refer Tech 5). It is envisaged that for verification of this DLI, inputs from civil engineers, architect, education experts, and ICT experts would be needed. To deploy the team in an efficient manner, a well thought-out grouping and movement plan has to be put in place. Accordingly, at this stage, it is proposed that under the supervision of the core civil engineer, each of the nine civil engineers (non-key experts) is allocated one zone each for site visits. Meanwhile, the four education experts will be allocated responsibility of 2 zones per expert, with additional charge for 1 zone for one of them. The two ICT experts will be expected to accompany the CEs for site visits, and their sequence of visits timed to ensure that half of all the sites are covered by the two ICT experts as well. The architect meanwhile would be required to conduct random site visits, in addition to the verification of site plans. It is proposed that the visits would be conducted mainly in month 4, leading up to month 5 when the report would also be prepared. Thus, the movement of the experts for site visits would be accordingly planned, and the secondary activity accordingly spaced out – the detailed inputs from home and field from each expert is mapped in Tech 6, and upon detailed understanding and discussions during the inception stage, this can be further improvised upon and finalised. The team leader would oversee, plan and also technically lead the grouping for each DLI and for each period.

The key point to be noted is that the consultant organisation would accord importance to the activity planning, deployment, grouping and field movements of each expert as part of the verification process.

The aforementioned paragraph is indicative using DLI 1 as an example. The experts (key and non-key) would be mobilised upon detailed discussions and planning by way of consultation with the client, but also take into experts and stakeholders. The allocations will largely be on the basis of the client's requirements.

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consideration DLIs, periods, etc. or a combination of these. Accordingly, verification for all DLIs for all periods would have an expert team / grouping adequately reflecting the skills needed for verification of that DLI.

Project management plan

1. Coordination with BEIDC, DOE

The Team Leader or the assigned Project Manager will interact with the client and discuss technical issues. S/he will be in regular contact with the client to take in client comments and also to apprise the latter of progress achieved, issues faced and deviations from planned activities, if any.

Several of the domain experts including education experts, ICT expert, civil engineer, architect, etc. are expected to attend meetings with the client during project inception and if required in between for strategic inputs. The TL / PM will interact at critical stages like inception stage, DLI verification, and reporting and would be available throughout the study and liaison with the client as and when situation demands.

2. Technical Backstopping

Sutra will backstop the core team (captured in the table above) and provide technical support throughout the course of the study. Through its vast and varied experience in large scale M&E assignments including in the education sector, it has developed strong in-house credentials and expertise to provide technical backstopping for ongoing assignments.

Experts from Sutra Consulting will provide technical backstopping for the assignment to ensure appropriate approach towards DLI verification, quality delivery of expected outputs and monitor processes, and ensuring progress is on track. The backstopping experts will provide home based inputs to guide and monitor the deployed consultants and can be available to the client if there is any unresolved technical issue.

3. Support Staff

The support staff, allocated internally, would consist of four resources who would be engaged in providing administrative support and also engage in areas such as field operations management assistance. The presence of the support staff will ensure any logistical issues are kept at bay, and that the assignment is conducted smoothly from the point of view of day to day non-technical operations.

4. The Project Manager

We propose a full-time project manager based out of the Sutra office in New Delhi. The Project Manager would supervise administrative management of the project at all levels, including supervision of logistics planning for expert visits, client interaction and liaising, management and co-ordination aspects of the verification tasks, facilitating smooth coordination between members of the team which consists of several experts.

The Project Manager will be the point person for all activities concerning the assignment, including deployment of experts, managing timelines, accountability for deliverables, etc. The PM will be the link between Sutra, the expert team, the client and the field operations.

5. Operational arrangements

The proposed study will be conducted over a period of three years with the spirit of multi-stakeholder approach in mind. The study is inherently multidisciplinary in nature, and thus requires the inputs from a varied range of experts. The expert team will be deployed from home / field at various appropriate stages of the study by the project manager, who will also coordinate with the client as to the expectations from the assignment, regular progress updates, handling issues that may arise during the execution of the assignment, etc. There will also be a technical backstopping team that will be available on-call for any technical inputs at any stage of the assignment.



Signature

Vivekanand

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Signature

25 A Third Party Agency (TPA) For "Verification of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness in Bihar Operation TECH 4

Activity / Deliverable	Year 1 (17-18) verification of P1 and P2												Year 2(18-19) verification of P3												Year 3(19-20) verification of P4 and P5																	
	Months												Months												Months																	
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Client meeting																																										
Desk review of project documents																																										
Inception report – D1																																										
Verification report template – D2																																										
DLI 1																																										
Solicitation of requisite data / documents from DOE																																										
Paper based verification																																										
Site visits																																										
Verification report																																										
DLI 2																																										
Solicitation of requisite data / documents																																										
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Chief Consultant (Technical)																																										
Bihar State Educational Infrastructure Development Corporation Ltd., Patna																																										

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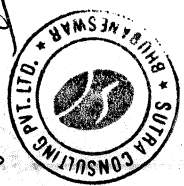
26 | A Third Party Agency (TPA) For "Verification of Disbursement Linked Indicators (DLI's) Under
Enhancing Teacher Effectiveness in Bihar Operation
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Activity / Deliverable	Year 1 (17-18) verification of P1 and P2												Year 2(18-19) verification of P3												Year 3(19-20) verification of P4 and P5																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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Chief Consultant (Technical)
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24/07/20

Vivekanand

Signature



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6-7-2017
Chief Consultant (Technical)
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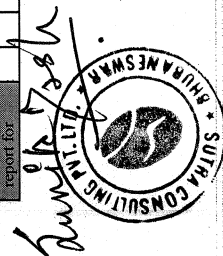


28 | A Third Party Agency (TPA) For "Verification of Disbursement Linked Indicators (DLI's) Under Enhancing Teacher Effectiveness in Bihar Operation

TECH 4

Activity / Deliverable	Year 1 (17-18) verification of P1 and P2												Year 2(18-19) verification of P3												Year 3(19-20) verification of P4 and P5																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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Signature **Vivekanand**



Chief Consultant (Technical)
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